# Annual Report

## 2002 - 2003

## Our Logo

- The Wheat in the lower left corner depicts the Prairie and much of the southern fabric of our Region.
- The Trees in the upper right represent the North and all that it has to offer.
- The two come together through the Prairie North Health Region, working to serve our diverse communities and population.
- The frame of the oval ties the Region together and represents the Healing Circle/Circle of Life, entwined with the Circle of Family and Community.
- The two colours in the Logo are Green and Gold. The green symbolizes growth and the new beginning for our Health Region. The gold represents the standard of excellence for which Prairie North Health Region strives.

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# LETTER OF TRANSMITTAL

June 20, 2003

To the Honourable John Nilson
Minister of Health
Province of Saskatchewan
Legislative Building
Regina, Saskatchewan
S4S 0B3

Dear Minister Nilson:

In accordance with The Regional Health Services Act, it is my pleasure to present to you, on behalf of Prairie North Regional Health Authority, the Annual Report of our Region for the period April 1, 2002 to March 31, 2003.

Yours truly,

B O'Grady

Bonnie O'Grady
Chairperson
Prairie North Regional Health Authority

103-06709/

# MESSAGE FROM THE BOARD CHAIRPERSON AND CHIEF EXECUTIVE OFFICER

It is with great pleasure that we present this inaugural annual report for Prairie North Health Region.

As the first Chairperson and CEO of this newly created Health Region, we take pride in the outstanding efforts of our Board Members, Managers, Physicians, Staff, Foundations, Auxiliaries, and Volunteers in making the transition from the former health district structure a smooth one.

We take this opportunity to express appreciation on behalf of all residents of Prairie North Health Region to the former Boards and Management of Battlefords, Lloydminster, Northwest, and Twin Rivers Health Districts for your commitments and achievements over the past 10 years. Your hard work and dedication under the District structure helped pave the way for the new Health Region. The challenges you faced were many and difficult in meeting the health needs of your residents and balancing the interests of staff and government. Those challenges have now been passed on to us and we will strive, as you did, to meet them as best we can.

The focus of our energies over the past eight months has been to bring together the diverse elements of our Region. While we work to create an integrated, efficient system of health programs and service delivery for the Region as a whole, we recognize the uniqueness of our programs, facilities, local health care cultures, and communities. We are committed to working closely with all of our stakeholders to address your needs and concerns.

Our emphasis now is on the future. Prairie North Health Region has the potential to become a leader in our province in the quality, diversity, and strength of the services we deliver. We want to be innovative in our thinking and approach to Board governance and leadership. We want to be progressive, compassionate and responsive in our Management decisions and actions.

On behalf of all members of our Board and Management Team, thank you for your welcome, support and encouragement to our tasks as leaders of Prairie North Regional Health Authority. We look forward to your continued cooperation and assistance as we strive to meet the challenges ahead.

B O'Grady

Bonnie O'Grady, Chairperson

David Fan, CEO

# VISION, MISSION & VALUES

## Saskatchewan Health

In December 2001, Saskatchewan Health introduced its blueprint for the future of health services in our province. The document is titled "Healthy People. A Healthy Province. The Action Plan for Saskatchewan Health Care." The top priority of the Plan is to improve the quality of health services and access to care, while ensuring the health system is sustainable into the future.

This priority and the Action Plan as a whole are captured in Saskatchewan Health's Vision Statement. A common set of goals and objectives for the health system province-wide has been established to achieve the ideal of Sask Health's Vision.

### Saskatchewan Health Vision:

"Building a province of healthy people and healthy communities."

### Goals and Objectives for Saskatchewan's health system:

**Improved Access to Quality Health Services**

- Responsive, coordinated Primary Health care
- Reduce waiting times for surgical procedures
- Improve Emergency Medical Care
- Improved hospital, specialized services and long-term care

**Effective Health Promotion and Disease Prevention**

- Better promotion of health and disease prevention
- Improve the health of Northern and Aboriginal communities

**Retain, Recruit, and Train Health Providers**

- Improve utilization and availability of health human resources
- Develop representative work places
- Create healthier more effective work places

**A Sustainable, Efficient, Accountable Quality Health System**

- Ensure quality, effective health care
- Appropriate governance, accountability and management for the health sector
- Sustain publicly funded and publicly administered Medicare

## Prairie North Health Region

To play a vital role in the broad, long-term future for Saskatchewan's health system, the overall Vision, Goals, and Objectives of the province's new Regional Health Authorities must align with those of Saskatchewan Health.

Prairie North Health Region has established its Vision, Mission and Value Statements, consistent with the Action Plan for Saskatchewan Health Care. Our Goals and overall Objectives mirror those of Saskatchewan Health.

Board Members of the Prairie North Regional Health Authority and the Region's Senior Management Team dedicated two days in February 2003 to development of Prairie North's first Strategic Plan. Much work remains ahead before the Plan is finalized and becomes a living, breathing document to guide the Region into the future.

Board members and Senior Managers were successful in establishing Vision, Mission, and Value Statements which reflect who we are, who we serve, what we do, and why. We are pleased to introduce you to these tools which will guide our journey into the future.

**OUR VISION:**

**"Healthy people in healthy communities."**

**OUR MISSION:**

**"Working together to promote and support healthy living in healthy communities."**

**OUR VALUES:**

- **Accountability and Responsibility to sustain the future of our health care resources.**
- **Respect, Compassion, and Dignity for all people, regardless of cultural, social and economic factors.**
- **Trust and Integrity in everything we do.**
- **Appropriate Access to Quality health services: the right service at the right time in the right place.**
- **Creativity and Innovation that support learning, partnerships, and an ongoing commitment to progress.**

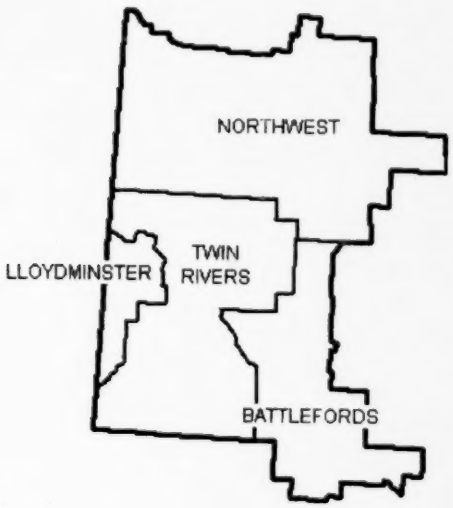
# GOVERNANCE AND ORGANIZATION

## Creation of Health Regions

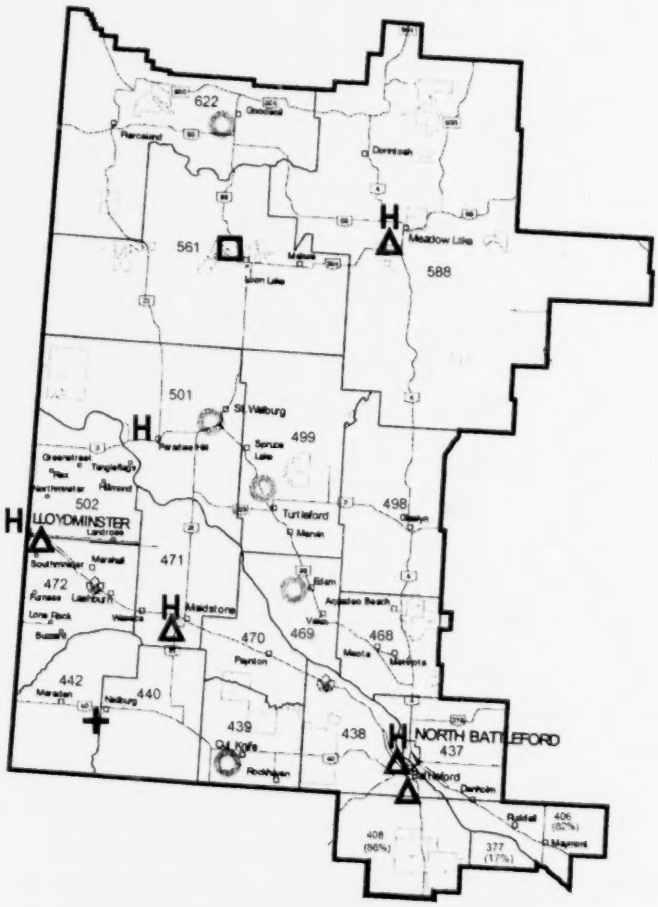
On August 1, 2002, Saskatchewan's 12 new Regional Health Authorities (RHAs) came into being with proclamation of The Regional Health Services Act. The new RHAs replaced the previous 32 health districts in our province, fulfilling a key commitment in The Action Plan for Saskatchewan Health Care.

For Prairie North Health Region, the former districts of Battlefords, Lloydminster, Northwest (Meadow Lake), and Twin Rivers (Maidstone) were amalgamated under one Regional Health Authority for the northwest part of the province. The amalgamation combined four separate and distinct districts with their individual characteristics, strengths and challenges.

### Former Health Districts




### Prairie North Health Region



## Appointment of Regional Health Authorities

Following an application and selection process through Saskatchewan Health, the Minister appointed 12 individuals to the Board of Prairie North RHA. The Board members represent the vast scope of the Region, with a strong mix of experience on the previous District Boards and fresh perspective to help guide the Region into its future. The Board members also represent a broad range of backgrounds, ideas, and interests, reflective of the diversity of the Region and its people.

## Prairie North Regional Health Authority

Bannerman Photo, North Battleford, SK

### Board Members

Back Row (From Left):

Muriel Conacher, Mervin — Joan Hill, Goodsoil
Ben Christensen, North Battleford — Don Young, Maidstone
Zane Hansen, Meadow Lake, Vice-Chairperson
Don Whittaker, Marwayne, Alberta — Elaine Yaychuk, Meadow Lake
Brenda Gregor-Nightingale, Meadow Lake

Front Row (From Left):

Glenn Wouters, Meota — Vicki Helm, Lloydminster
Bonnie O'Grady, Neilburg, Chairperson — Ruth McCaffrey, Edam
David Fan, Chief Executive Officer

## Responsibilities of the Regional Health Authority

The Regional Health Services Act clearly defines the roles and responsibilities of the Minister of Health and the Regional Health Authority Boards. Within established parameters, the Minister and RHA Boards work together as partners to ensure coordinated, province-wide planning for the health system.

The Minister of Health is responsible for the overall strategic direction of Saskatchewan's health system. The Minister establishes that direction and communcates it to the regional health authorities. The Minister is responsible for development of the legislation, regulations, and provincial policies that support achievement of the strategic direction. The Minister determines provincial health service priorities and allocates resources for delivery of services. The Minister also provides clear accountability guidelines and directions to regional health authorities, and ensures the effective planning and delivery of quality health services across Saskatchewan.

The Regional Health Authority is responsible for the planning, organization, delivery, and evaluation of the health services it is to provide within its region or any other area directed by the Minister. The Authority must assess the health needs of its residents and maintain an operational plan for the provision of health services. It must provide the services determined by the Minister and is to coordinate its health services with those delivered by other health service providers. The RHA is responsible to evaluate the health services it provides, and promote and encourage health and wellness.

Under their areas of responsibility, the Minister and Regional Health Authorities are to establish processes for effectively communicaing with the public, and establish effective community development processes. Other responsibilities include ensuring effective quality assurance processes, ensuring the privacy of health information, and identifying risks to RHAs and ensuring policies for risk management.

## Transition to Our Regional Health Authority

Transition at the Regional level from the former Health District system to the new Regional structure formally began on February 28, 2002. The Minister of Health appointed the members of what was then the Region #10 Regional Health Authority Planning Committee, later to become the Prairie North Regional Health Authority Board.

The Planning Committee selected a Regional Coordinator and Clerical Support to guide and facilitate transition to the new Health Region.

The Planning Committee began meeting in April 2002 and held regular meetings twice monthly. The meetings were rotated throughout the Region, including tours of District offices and facilities, enabling Planning Committee members to become familiar with the communities, programs, and services for which they would become responsible.

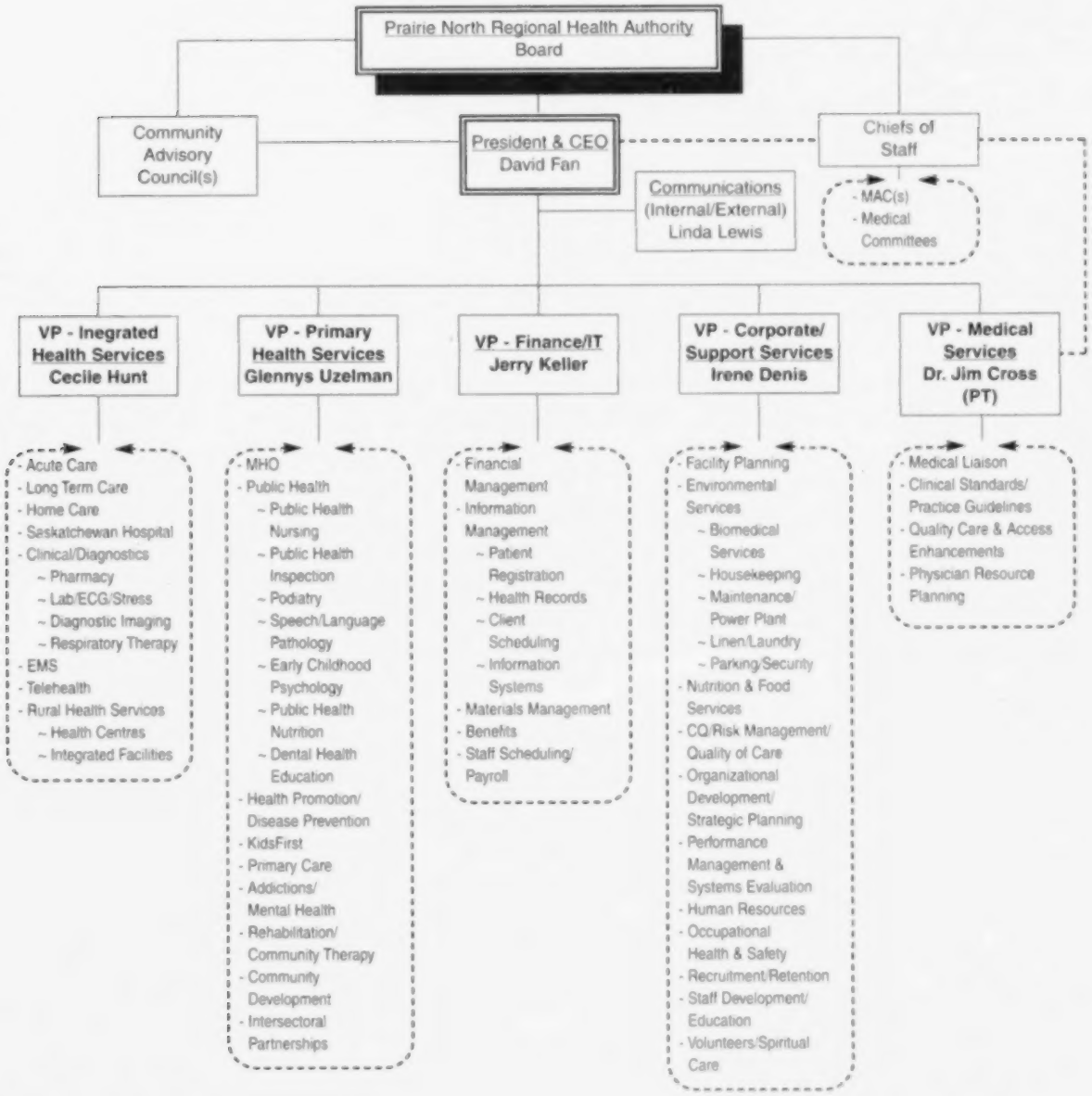
Orientation of Planning Committee members also included presentations from Senior Managers in each of the four Districts regarding issues, operational structures, achievements and challenges. Orientation sessions for RHA Planning Committee members across the province were held.

In June 2002, the Planning Committee announced selection of its CEO for the new Region, with the appointment effective August 1. A decentralized administration structure was chosen, with corporate offices in the three largest communities of the new Region: North Battleford, Meadow Lake and Lloydminster. The Planning Committee had invited submissions from communities across the Region as to potential office locations. After an extensive review process, the decision was made to utilize existing office locations of the former Battlefords, Lloydminster, and Northwest Health Districts.

Proclamation of the Regional Health Services Act August 1, 2003 officially created the new Health Regions, and marked the dissolution of the former Districts and District Boards.

An administrative structure for the Region was established incorporating leaders from two of the four former Districts that became Health Region #10. Personnel from other areas of Saskatchewan joined the Leadership Team, balancing continuity and differing experiences. Refinement of the organizational structure is ongoing. The most current version is contained in this report.

# Organizational Structure
# Prairie North Health Region




June, 2003

## Communication with the Regional Health Authority

Prairie North Regional Health Authority continues to function with regular monthly meetings of the Board and Senior Management. As prescribed by Legislation, the meetings are open to the public, are extensively advertised, and invite participation.

Following each regular monthly Board meeting, a summary document containing highlights of the session, is produced and widely circulated to local and regional stakeholders, including staff, physicians, the public and media, as well as to all other health regions in Saskatchewan, and to Saskatchewan Health. Board minutes that are formally approved at subsequent meetings are circulated to staff.

Rotating Board meetings through communities in the Region also provides opportunity to keep the lines of communication open with local officials, partnering organizations, and community leaders. Issues and projects of mutual concern are discussed and addressed.

Prairie North Health Region Board functions as one entity, without separate committees, maintaining awareness and involvement of all members in the work of the Board. Individuals, groups or organizations wishing to meet with or discuss matters with the Board have access to the Board in its entirety.

## Community Advisory Networks

The Regional Health Services Act requires Regional Health Authorities to establish one or more Community Advisory Networks for the Region to provide advice on the provision of health services in the region.

Prairie North has completed a preliminary plan toward establishment of Community Advisory Networks. The Networks are not yet formalized.

Prairie North Board members and managers continue to maintain close contact with existing local health-related groups and organizations, as well as community structures, groups, organizations and individuals concerned with regional health system matters.

## Affiliates and Health Care Organizations

Prairie North Health Region maintains associations with independent facilities and organizations which deliver health services to specific clients or residents.

Funding for these organizations is provided by Saskatchewan Health through Prairie North Regional Health Authority. The RHA then contracts services from the organizations. Health Care Organizations include:

**Libbie Young Centre Inc.**, Lloydminster - provides support services for persons experiencing chronic and persistent mental illness. The Centre offers residential (long and short-term), supportive apartment living, as well as day programming to clients of the community and area.

**Walter A. "Slim" Thorpe Recovery Centre Inc.**, Lloydminster - is a non-profit organization dedicated to education and delivery of services associated with chemical dependency and problem gambling. The Centre provides high quality recovery and prevention services that encourage positive solutions to alcohol/drugs and gambling problems.

**Edwards Society Inc.**, North Battleford - provides accommodation for mental health clients in a structured, supportive family-style living environment, to enhance their quality of life and assist with greater self-reliance.

**Portage Vocational Society Inc.**, North Battleford - provides vocational rehabilitation, employment training and placement programs for clients suffering mental or emotional illness.

Prairie North Health Region has only one organization with affiliate status:

**Societe Joseph Breton Inc.**, North Battleford - operates the Villa Pascal 40-bed long-term care facility, providing accommodation and supportive care services to its residents.

# MAJOR INITIATIVES AND ACCOMPLISHMENTS

Much of the past year has been focused on laying the groundwork for our future. The challenges were many in creating a new Regional structure, while continuing to meet the day-to-day needs of our health system and its people.

We are pleased to report that in our first eight months of existence, Prairie North Health Region has accomplished much. We have successfully laid a foundation on which the Region can build toward achieving our goals.

- The transition from four separate health districts to one regional health organization progressed smoothly. Much of the first year was spent in developmental work. Assessment of the Region's capacity, strengths, challenges and opportunities was a priority.

- Progress has been made toward consolidating the financial, human resource, communication, information, infrastructure, and capital management systems of the four former health districts into regional systems.

- A regional organizational structure and service delivery model has been established. A decentralized administrative structure has corporate offices with on-site Senior Managers located in North Battleford, Lloydminster, and Meadow Lake.

- A first Regional operational plan was developed which includes an overall picture of Prairie North Health Region and a clear understanding of the issues we face. The plan guided us through our first months of operation and serves as the basis for ongoing, future-oriented plans.

- The Region has made significant strides toward financial stability and accountability by emphasizing financial planning and budgetary processes. Resources including expertise, equipment, policies, and procedures are shared within the Region whenever possible and appropriate.

- Development of a Strategic Plan for the Region is underway. Statements of Prairie North Health Region's Vision, Mission, and Values have been established by the Board.

- A name and logo for the Region were chosen, beginning the establishment of a Regional corporate identity.

- Communication processes and tools have been implemented to facilitate regular, effective sharing of information with people inside and outside of our organization. The initiatives will help form the basis for a Regional Communication Strategy.

- Prairie North Health Region has maintained and expanded partnerships with other agencies and organizations for the delivery of programs and services including KidsFirst and SchoolPlus. KidsFirst is an intersectoral partnership mandated to serve vulnerable families with young children. SchoolPlus is an education-led initiative charged with improving or enhancing services within the school system and the larger learning community.

- First Nation and Aboriginal partnerships remain a priority, including those with Battlefords Tribal Council and Meadow Lake Tribal Council for numerous programs and services.

- A Regional strategy has been adopted for new approaches to clinical care in health services delivery. This regional approach has been implemented in the areas of infectious and communicable disease control, and is planned for laboratory and diagnostic imaging (x-ray) services.

- Significant progress has been achieved in establishing and enhancing the role of the two regional hospitals in Prairie North. Emphasis has been on rebuilding the core specialty services at Battlefords Union Hospital and Lloydminster Hospital. Prairie North Health Region is unique in that it is the only health region in our province with two designated Regional Hospitals. Lloydminster gained the designation with creation of the Health Region.

- Prairie North Health Region managed through a lengthy labour disruption in the very early days of its existence, from mid-September to mid-October. Services were withdrawn by members of the Health Sciences Association of Saskatchewan, impacting a number of programs in Prairie North.

# REGIONAL PROFILE

## Geography

Prairie North Health Region covers a 29,951 square kilometer area in the northwest sector of central Saskatchewan. The size represents 4.6 per cent of the provincial land mass.

Within the Region's boundaries are:

2 Cities 7 Towns 22 Villages
6 Resort Villages 14 First Nation Communities, and
18 Rural Municipalities, plus a portion of a 19th.

Key industries in the Region include:

Agriculture
Forestry, particularly in central and northern sectors of the Region
Oil and Gas
Tourism, and
Health.

Prairie North Health Region is believed to be the largest single employer in the region with a total staff of over 2,600, complemented by service from approximately 100 physicians.

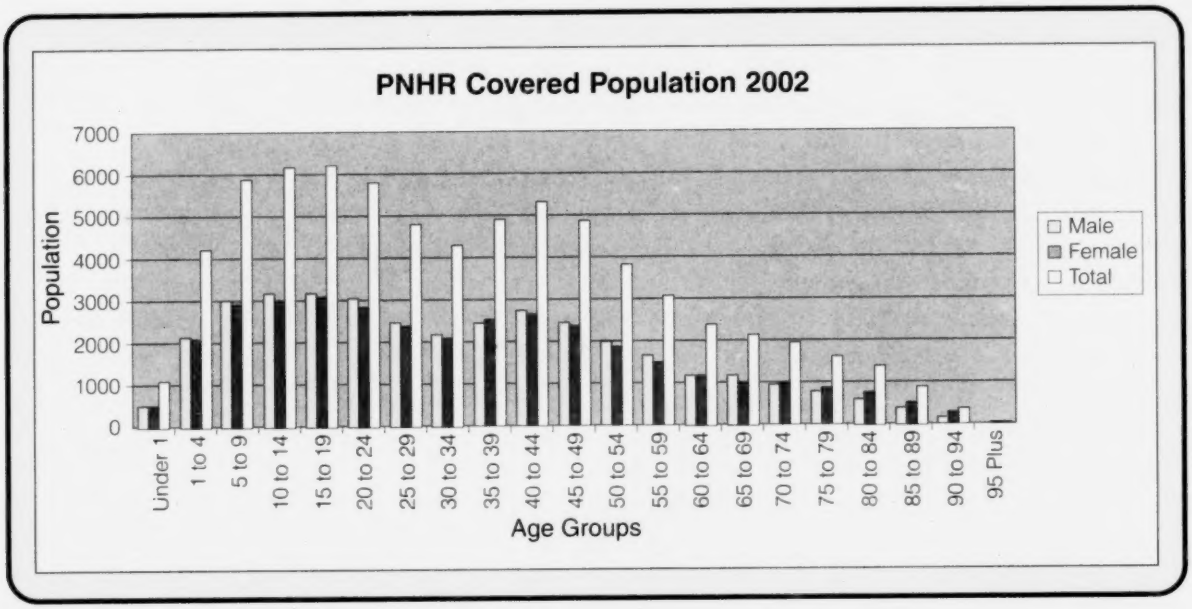
## Population

Understanding the Region's population demographics is vital in guiding our plans to meet the health needs of our residents now and into the future. According to Saskatchewan Health covered population figures to June 30, 2002, Prairie North Health Region serves a resident population of 71,542. Just over half are males, just under half are females - a reverse of the provincial picture.

| | Population | Total Males | % Males | Total Females | % Females |
|---|---|---|---|---|---|
| **Saskatchewan** | 1,024,827 | 509,685 | 49.73 | 515,142 | 50.27 |
| **Prairie North Health Region** | 71,542 | 36,179 | 50.57 | 35,363 | 49.43 |

Prairie North Health Region also serves a population estimated at 15,000 from the Alberta side of Lloydminster. The catchment area as a regional centre on the Alberta side of Lloydminster is not precisely known.

By age, the population of Prairie North Health Region shows the largest segment in the 10 - 14 and 15 - 19 age groups, followed closely by the 5 - 9 and 20 - 24 age brackets. Another significant portion of Prairie North's population is in the 35 - 49 year age categories.




| | Aboriginal Population as a Proportion of Total Population |
|---|---|
| **Prairie North Health Region** | 28.3% |
| **Saskatchewan** | 13.6% |
| **Canada** | 3.4% |

A significant portion of Prairie North's population is of Aboriginal heritage. According to the latest (2001) Statistics Canada figures, the proportion of Aboriginal people in Prairie North Health Region is more than double that of Saskatchewan as a whole, and more than eight times greater than that of Canada.

Unlike Saskatchewan and Canada as a whole, a greater proportion of Prairie North's residents are rural rather than urban dwellers. According to Statistics Canada information from 2001, over half of Prairie North's residents are rural, with the remainder living in urban communities.

| | Urban Population | Rural Population |
|---|---|---|
| **Prairie North Health Region** | 45.2% | 54.8% |
| **Saskatchewan** | 64.1% | 35.9% |
| **Canada** | 79.6% | 20.4% |

## Factors that Influence Health

Income and education are factors that influence the health status of a society, in this case, of a Health Region. Generally, the wealthier and the better educated a population is, the healthier it is. Conversely, fewer resources and lower education levels tend to negatively impact a population's health.

In Prairie North, the average total income of persons age 15 and over is lower than that of Saskatchewan and Canada. So too is the average income of families in Prairie North.

**Average Total Income**

| | Prairie North Health Region | Saskatchewan | Canada |
|---|---|---|---|
| **Persons age 15+** | $17,663 | $19,636 | $22,120 |
| **All Families** | $44,109 | $49,264 | $55,016 |
| **Two-parent families** | $49,786 | $54,341 | $60,345 |
| **Lone-parent families** | $19,959 | $24,787 | $30,791 |

Source: Statistics Canada 2001 Data

In Prairie North Health Region, a greater percentage of our age 20 - 34 population has less than a complete high school education, compared to figures for our province and country.

**Education Levels - Ages 20 - 34**
**Males & Females**

| | Prairie North Health Region | Sask | Canada |
|---|---|---|---|
| **No High School Grad** | 32.7% | 21.8% | 15.6% |
| **High School Grad & some Post Secondary** | 28.1% | 32.5% | 30.9% |
| **Trades Certificate or Diploma** | 15.1% | 13.7% | 10.8% |
| **College Grad** | 14.5% | 15.4% | 19.9% |
| **University Grad** | 9.7% | 16.6% | 22.9% |

Source: Statistics Canada 2001 Data

Fewer of our residents in this age group graduated from high school and have some post secondary education. A smaller percentage of these residents in Prairie North hold a college certificate or diploma, or have a university certificate, diploma or degree. Yet, a slightly larger percentage in this same age group holds a trades certificate or diploma.

## Health Status

Saskatchewan Health has identified tobacco use and diabetes as key health issues across our province. Programs and initiatives are underway provincially to decrease the prevalence of smoking and diabetes. Both health issues are priorities for Prairie North Health Region.

In North Battleford alone, according to Statistics Canada figures for 2000-2001, about one-third of the community's population smokes. The percentage is higher than the provincial and national rates, as well as lower for the numbers of people who have never smoked, or are former smokers.

Data from the same source shows that most people who do smoke started during their teen years, particularly in their mid to later teen years. Fewer people started smoking once they were 20 years of age or more. This confirms the importance of targeting efforts at teenagers to prevent smoking.

**Smoking Status - Percentage of Population**

| | Daily Smokers | Occasional Smokers | Former Smokers | Never Smoked |
|---|---|---|---|---|
| **North Battleford** | 30% | 3.2% | 34.4% | 32% |
| **Saskatchewan** | 23.3% | 4.3% | 38.7% | 33.5% |
| **Canada** | 21.5% | 4.4% | 36.7% | 37.2% |

**Smoking Initiation - by Age Groups**

| | Ages 5-11 years | Ages 12-14 years | Ages 15-19 years | Age 20-Plus |
|---|---|---|---|---|
| **North Battleford** | 10.3% | 34.9% | 42.8% | 9.4% |
| **Saskatchewan** | 10% | 32.1% | 45.5% | 10.2% |
| **Canada** | 8% | 30.3% | 46% | 13.9% |

The prevalence of diabetes in Saskatchewan is significant, particularly among First Nations residents. Given Prairie North's high percentage of Aboriginal people, diabetes prevention and education initiatives, along with services to assist people with diabetes must be addressed. Statistics from Saskatchewan Health for 2000/2001 illustrate the prevalence of diabetes.

**Prevalence of Diabetes - Per 1,000 People**

| | Female | | Male | | Totals | | | Regional Age-Sex Adjusted Rate |
|---|---|---|---|---|---|---|---|---|
| | Non-Reg. Indian | Registered Indian | Non-Reg. Indian | Reg. Indian | Non-Reg. Indian | Reg. Indian | Both | |
| **Prairie North Health Region** | 36.9 | 59.8 | 40.3 | 47 | 38.6 | 53.5 | 41.6 | 45.4 |
| **Saskatchewan** | 37.2 | 60.2 | 43.2 | 44.6 | 39.6 | 51.4 | 41.3 | 41.3 |

## Regional Resources

Prairie North Health Region employs a complement of approximately 2,600 staff, including 540 registered nurses, 1,770 CUPE support staff including those from Saskatchewan and Alberta, 140 Health Sciences professional staff, and 160 non-unionized staff.

Approximately 100 physicians provide service in the Region, including family physicians and resident specialists in anaesthesia, general surgery, internal medicine, obstetrics/gynecology, ophthalmology, pathology, radiology, and psychiatry.

Prairie North Health Region provides a continuum of health services through prevention, treatment, and rehabilitation, to long-term care services and programs. The Region is home to:

| | |
|---|---|
| Two Regional Hospitals | Battlefords Union Hospital, North Battleford<br>Lloydminster Hospital, Lloydminster |
| One District Hospital | Meadow Lake Hospital, Meadow Lake |
| Two Community Hospitals | Maidstone Union Hospital, Maidstone<br>Paradise Hill Hospital, Paradise Hill |
| One Hospital with an Attached Special Care Home | Loon Lake Hospital & Special Care Home, Loon Lake |
| One Psychiatric Rehabilitation Hospital | Saskatchewan Hospital, North Battleford |
| One Health Centre | Manitou Health Centre, Neilburg |
| Five Health Centres with Attached Special Care Homes | Cut Knife Health Complex, Cut Knife<br>Lady Minto Health Care Center, Edam<br>L. Gervais Memorial Health Centre, Goodsoil<br>St. Walburg Health Complex, St. Walburg<br>Riverside Health Complex, Turtleford |
| Seven Special Care Homes | Battlefords District Care Centre, Battleford<br>Jubilee Home, Lloydminster<br>Northland Pioneer Lodge, Meadow Lake<br>Dr. Cooke Extended Care Centre, Lloydminster, AB<br>Pine Island Lodge, Maidstone<br>River Heights Lodge, North Battleford<br>Villa Pascal, North Battleford (Affiliate) |

Prairie North Health Region provides a broad range of health services to the community:

- Home Care
- Public Health Inspection
- Podiatry
- Early Childhood Programming
- Dental Health Education
- Community Therapy
- Mental Health
- Psychiatric Rehabilitation
- Community Development
- Medical Health Office
- Community/Public Health Nursing
- Speech and Language Pathology
- Health Promotion/Disease Prevention
- Public Health Nutrition
- Addictions
- Child and Youth
- Psychiatry
- Volunteer and Spiritual Services

Emergency Medical (Road Ambulance) Services are also a key component of our health care delivery. Prairie North Health Region operates its own Emergency Medical Services in the Meadow Lake, Cut Knife, Maidstone, and Neilburg areas. Services are contracted at St. Walburg, Lloydminster, and The Battlefords, to provide emergency care to residents in and around these communities.

## Uniquely Lloydminster

Prairie North Health Region provides health services to Canada's only border city. Lloydminster straddles the Saskatchewan/Alberta boundary, presenting unique challenges for the management of health services to people living under differing provincial jurisdictions. Saskatchewan and therefore, Prairie North operates the health services for all of Lloydminster, with funding support from Alberta Health and Wellness, through East Central Health Region.

Prairie North maintains a close relationship with East Central Health to meet the health needs of the bi-provincial community. Approximately 10 per cent of Prairie North's total operating budget comes through East Central Health Region.

In addition, Lloydminster is a rapidly growing community, significantly impacting the Region's ability to keep pace with increasing demands for service.

## Saskatchewan Hospital

Prairie North is home to Saskatchewan's only provincial psychiatric rehabilitation hospital. Saskatchewan Hospital accommodates clients from across our province, requiring longer-term psychiatric assessment, care and treatment. The hospital hosts Saskatchewan's lone provincial Forensic assessment and care unit, presenting its own challenges and requirements.

Saskatchewan Hospital is owned by the province, with staff and programming managed by Prairie North. The Battlefords maintain a strong affinity for Saskatchewan Hospital and its services as an integral part of the communities' history.

## Physical Facilities

The overall physical infrastructure in Prairie North Health Region is sound, with a few notable exceptions. They are Saskatchewan Hospital and Battlefords District Care Centre in The Battlefords, as well as Pine Island Lodge in Maidstone and Northland Pioneer Lodge in Meadow Lake. These facilities require major regeneration or replacement to meet modern expectations for quality of life, efficient use of human resources, and cost efficiencies.

## Human Resources

Recruitment and retention of health care professionals, including specialist and family physicians, is an ongoing priority in Prairie North Health Region, as it is throughout Saskatchewan, Canada, and beyond. The ability to attract and retain staff and doctors may be the single predominant factor that will drive change in health care services. Emphasis must continue on human resource development and initiatives to meet the growing needs and expectations of our staff.

## Partnerships

Individuals and organizations have come to recognize that issues which impact our communities cannot be resolved in isolation. Partnerships and working together to address common concerns are essential in today's multi-faceted and complex society.

Prairie North Health Region maintains and works to expand relationships with many agencies and sectors of our communities. We have a strong tradition of working together with education, housing, justice and social service sectors, as well as with First Nation organizations, community groups, special interest sectors, and individuals to make the Region the best possible place in which to live for all our residents.

## Special Considerations

Today's population expects much from the health system. People must be made aware of potential health issues as they arise. Health, human, and financial resources are required to meet such challenges.

In the past year, significant resources in our Health Region, our province, and our country have been dedicated to preparations to manage potential outbreaks of illness including West Nile Virus and Severe Acute Respiratory Syndrome (SARS). While neither have surfaced to cause illness in residents of Prairie North Health Region, much planning and preparation continues to be expended.

Public education and awareness are key components of these strategies, along with human, procedural and physical resources to handle potential cases.

# PROGRESS AND RESULTS

Prairie North Health Region has made significant progress toward achieving our goals and objectives, in line with those of Saskatchewan Health and The Action Plan for Saskatchewan Health Care.

Many of our accomplishments, as discussed in an earlier section of this report, have related to our formation and development on a Regional basis. This section focuses on more specific achievements and initiatives across the spectrum of our programs and services. The following list encompasses the highlights of work throughout the organization and is not intended to be all-inclusive or exclusionary.

Our staff and programs across Prairie North Health Region continue to strive and successfully provide care and service in their day-to-day tasks. We salute these accomplishments and recognize the important contributions each of our staff and colleagues makes to the overall progress of Prairie North Health Region.

## Goal 1: Improved Access to Quality Health Services

- Emphasis on Primary Health care was established and action initiated to develop a four-year Primary Care Plan for Prairie North Health Region. Input was obtained from physicians to clarify their needs and improve client access to existing Primary Care sites in North Battleford and Loon Lake. The interim review of Battlefords Family Health Centre was completed and an action plan initiated based on the review findings.

- Prairie North Health Region participated in the provincial Surgical Care Wait List project to improve patient access to surgical services locally and across the province. We continue to work with Saskatchewan Health and Health Regions to share information and help reduce waiting times for patients requiring surgery.

- Significant progress has been made rebuilding core physician specialty services in the Region. Recruitment has helped stabilize surgical, obstetrics/gynecology, and internal medicine services in The Battlefords. Two new Obstetrician/Gynecologists have been recruited for Lloydminster to help meet the needs for these services in a young and growing community.

- Centralized call dispatch for emergency medical/road ambulance services is being implemented for all of Prairie North Health Region. Expected completion date of the conversion from independent and separate systems to one coordinated location is November 1, 2003.

- A Regional approach to emergency planning and services has been initiated to help guide Prairie North through large-scale emergency situations. Development of a preliminary plan for major communicable diseases is underway for submission to Saskatchewan Health.

- A single-point-of-entry process is under review with all Home Care programs and Long-Term Care facilities in the Region. Establishment of a single entry point system is designed to assist patients and families seek information and service from designated sources, and to facilitate long-term care assessment and placement.

- A Therapies Outreach Team has begun providing therapy consultation and client programming at Turtleford, allowing patients to receive treatment closer to home. The potential to implement therapy outreach services to other communities and health facilities in Prairie North is being reviewed and will be expanded incrementally, as possible and appropriate.

- The Speech Language Program is sharing resources and expertise on a regional basis to provide consistent services across Prairie North. Expansion into smaller centers and some consultative adult services have resulted.

- A dedicated Ambulatory Care Center was established at Battlefords Union Hospital, consolidating outpatient services for chemotherapy treatment, cast clinics, and those offered by visiting physician specialists. This improves accessibility and privacy for patients requiring these services, and reduces patient flow through the hospital's Emergency Room.

- A major step toward computerized radiography for Battlefords Union Hospital and the Region as a whole was achieved with installation and operation of digital x-ray equipment at BUH. The project, made possible through the generous contribution from Battlefords Union Hospital Foundation, was officially completed in March 2003.

## Goal 2: Effective Health Promotion and Disease Prevention

- Public Health services have been realigned to provide a more focused approach and sharing of regional expertise. A designated immunization coordinator, a communicable disease nurse, and travel consultation nurses work to ensure consistency across the Region.

- A stronger emphasis has been placed on Health Promotion. Efforts are underway to establish regional priorities and planning for health promotion/disease prevention strategies, with local and regional involvement.

- Development of the KidsFirst Programs has continued in Meadow Lake and North Battleford to expand resources to the communities' most vulnerable families. The home visiting component was implemented in Meadow Lake through the Door of Hope organization. In North Battleford, home visiting services were implemented at Battlefords Family Health Centre.

- The Early Learning and Care component of KidsFirst in North Battleford was expanded through support of the Learning Tree Child Development Centre; opening of 30 pre-kindergarten spaces in the city's public and separate school systems; development of Day Care services at Sakewew High School; and participating in the Circle of Learning initiative at Battlefords Family Health Centre.

- Mental Health and Addictions Services established strong support of Sakewew High School through representation on the school's management committee. Child and Youth Services are now provided regularly at the school. A partnership with Battlefords Tribal Council was formed to deliver integrated addiction services to the school.

- A partnership was established with the North Battleford Comprehensive High School to deliver addiction services to students at the school. Mental Health and Addictions Services also remains active in a community approach to Fetal Alcohol Effects/Syndrome prevention through the Harm Reduction Strategy in The Battlefords.

♦ A cultural awareness workshop was conducted at Loon Lake Hospital, leading to formation of a standing committee to address concerns between the hospital and community.

♦ A partnership was established with the northern health region of Keewatin Yatthe and its Tribal Councils to provide First Responder training from Meadow Lake.

♦ Prairie North Health Region continues to be a key partner in the Telehealth Saskatchewan project. In addition to accessing services and education for patients and staff, Telehealth is proving an ever more valuable tool for internal communications and development.

## Goal 3: Retain, Recruit, and Train Health Providers

♦ Prairie North Health Region has adopted a regional approach to Human Resource management and labour relations. An inventory of positions and identification of gaps in the Region's human resource complement has been developed. Efforts to recruit new staff and retain the services of current employees are ongoing.

♦ The Region is examining opportunities for health care professionals to function to their full scope of practice. This enables staff to utilize the range of skills and abilities for which they are trained, enhancing job satisfaction and improving the work environment.

♦ The Region has broadened opportunities for student placement/practicum experiences throughout the system. Health care professionals in training at various locations in Prairie North include interns and residents, registered nurses, registered psychiatric nurses, licensed practical nurses, medical laboratory technologists, combined lab and x-ray technologists, physiotherapists, pharmacists, psychologists, and others.

♦ Partnerships are being maintained with local educational programs at Lakeland College in Alberta and Northwest Regional College in Saskatchewan., as well as with other post secondary institutions in both provinces.

- Opportunities continue to be explored and accessed for on-site and off-site training for staff. This includes the use of Telehealth to facilitate staff access to quality instructors and resources, while remaining in their work environments, and reducing travel time and costs.

- A Regional Occupational Health and Safety Strategy is being developed to ensure ongoing maintenance of and improvements toward healthy workplaces.

- Workplace wellness initiatives are being explored to help meet staff needs for positive work experiences and environments. Results of a staff satisfaction survey are being released, with emphasis on addressing staff issues and concerns.

- Prairie North is working toward finalizing an Aboriginal Employment Agreement with the province, and our Aboriginal partners. This will regionalize the agreements previously signed by the former health districts. We recognize the need to access this growing workforce and work with First Natons and Metis people to identify requirements and opportunities.

## Goal 4: A Sustainable, Efficient, Accountable Quality Health System

- Prairie North Health Region has established an organizational structure with dedicated resources to Continuous Quality Improvement (CQI), risk management and quality of care. Performance management and system evaluation is also a priority. A regional Quality of Care process and coordinators are in place to assist the public with concerns or complaints they may have regarding care and service, and to make changes and improvements where appropriate and necessary.

- Preparations are underway for Prairie North's first-ever Region-wide accreditation survey slated for September of 2004. The review is a measure of our organization's success or areas for improvement in achieving nationally recognized standards.

- A Region-wide information management strategy is being developed along with software processes to meet Prairie North's needs for consistency and efficiency in data preparation and production.

- Prairie North Health Region continues its participation with the Saskatchewan Health Information Network (SHIN). This partnership strives to develop effective and efficient information systems that will assist in the collection, retrieval, and sharing of data. Implementation of the Pharmacy Information System is underway. The Laboratory Information System is scheduled for implementation early this fall.

- Implementation of a long-term care classification system across the Region is nearing completion. The program is mandated by Saskatchewan Health for Long-Term Care and is to be fully utilized by October 2003.

- Implementation of a computer information system for Home Care is virtually complete. The system is now being used in the former Battlefords Health District area and will be expanded throughout the Region over the next year. The system provides care planning, scheduling and billing functions, improving efficiency and consistency in information.

- Board governance policies for the health region are nearing completion. The policies will guide the Board's business and conduct toward achievement of its goals.

- Communication processes have been established to keep staff and the public informed regarding the business of the Board and health region. Approved Board minutes are also made available.

- Financial, human resource, materials management and payroll processes are being consolidated to help ensure consistency in services and reduce duplication.

- Development of a Strategic Plan for the Region is in progress to provide clear direction and guidance by which to measure our progress toward achievement of our goals.

# CHALLENGES AND FUTURE DIRECTIONS

With much already accomplished, much more remains ahead. Prairie North Health Region faces significant challenges over the short to long term.

In the coming year, Prairie North will focus on the following specific priorities in line with our goals and those of Saskatchewan Health:

- Completion of the Region's first-ever Strategic Plan.
- Development and implementation of a regional Primary Health Care and related Diabetes Plan.
- Development of a comprehensive Human Resources Plan.
- Development of a regional Communications Plan, and an Information Management Plan for Prairie North.
- Creation and launch of a Regional website to enhance access to information.
- Finalization of a regional Communicable Disease Strategy and Emergency Response Plan.
- Establishment of Community Advisory Networks to begin their task of providing input to the Authority.
- Initiation of a renal dialysis program at Battlefords Union Hospital.
- Development of a dedicated endoscopy suite at BUH, thanks to the generousity of a private donation.
- Development of on-site Emergency Room physician services at Battlefords Union Hospital.
- Maintenance of rural health programs and facilities, recognizing the challenges posed by the ongoing recruitment and retention of health professionals.

- Enhancement of frontline and support staffing at Lloydminster Hospital.
- Development of a "Shared Care" model of community mental health service delivery in Lloydminster in collaboration with East Central Health Region.
- Consolidation of community-based services in Lloydminster to function from a single location.
- Restructuring of the Region's long-term care program with a realignment of available beds in The Battlefords to more closely coincide with the provincial average.
- Begin the planning processes to rejuvenate aging facilities.

We will be striving to:

- Recruit and retain staff, plus improve the health of our workplaces.
- Retain and recruit staff for rural facilities, and develop plans to maintain access to rural health services.
- Increase Aboriginal representation in the workforce.
- Secure adequate funds to reinvest in basic, essential services.
- Strengthen the role of our regional hospitals in The Battlefords and Lloydminster.
- Introduce CT services in The Battlefords and Lloydminster.
- Continue the rebuilding of core specialties in the two regional centers.
- Revisit the Bi-Provincial Health Services Agreement to solidify funding responsibilities and operational relationships with East Central Health and Alberta Health and Wellness.
- Strengthen our ability to meet ongoing capital needs.
- Examine and collaborate on the potential for supportive housing opportunities in our communities, for seniors and the young disabled.

## Factors Influencing Our Ability to Meet these Directions

Prairie North Health Region ended the 2002-2003 operating year with a $1.2 million deficit.

For 2003-2004, Saskatchewan Health has provided us with a 5.7 per cent increase in our base funding and a one-time allocation of $500,000 in transition funding, with the expectation that our budget for the operating year be balanced. The funding will provide the health region with the time and additional financial resources to support the restructuring required to balance the budget and to strengthen the Region's future financial position.

The Region will balance its 2003-2004 operating budget through this increased funding from Saskatchewan Health, anticipated funding increases from our Alberta partner East Central Health Region, and the reduction of 26 long-term care beds in The Battlefords.

This year's financial plan will allow Prairie North Health Region to focus on the following strategic priorities:

- maintaining and enhancing care and service for patients
- improving the quality of life for residents in our facilities
- improving the quality of work life for staff
- strengthening and reinvesting in key areas, and
- planning for the future.

The Region must invest in capital projects and planning to meet the priority needs in our facilities and programs. Prairie North Health Region is committed to rejuvenation or replacement of major facilities in three of our communities: Maidstone, Meadow Lake, and The Battlefords.

Prairie North will continue to be challenged in meeting its capital equipment and technology needs. The rapid advancement of technology impacts the Region's ability to maintain pace in equipment acquisition. The provision of state-of-the-art medical equipment and software impacts ongoing recruitment and retention of health professionals, as well as the provision of care.

# FINANCIAL STATEMENTS

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Deloitte & Touche

## AUDITORS' REPORT

**TO THE BOARD OF DIRECTORS OF**
**PRAIRIE NORTH REGIONAL HEALTH AUTHORITY**

We have audited the statement of financial position of Prairie North Regional Health Authority (the "Authority") as at March 31, 2003 and the statement of operations and changes in fund balances and of cash flows for the year then ended. These financial statements are the responsibility of the Authority's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Authority as at March 31, 2003 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Deloitte & Touche LLP

**Chartered Accountants**

May 9, 2003

Deloitte
Touche
Tohmatsu

# Prairie North Regional Health Authority
## Statement of Financial Position
as at March 31, 2003

| | 2003 | | | | |
|---|---|---|---|---|---|
| | Operating Fund | Capital Fund | Community Trust Fund | Total | 2002 Total (Note 18) |
| **ASSETS** | | | | | |
| **Current assets** | | | | | |
| Cash and short-term investments (Schedule 2) | $ 7,381,746 | $ 1,667,817 | $ 1,980,835 | $ 11,030,398 | $ 13,381,178 |
| Accounts receivable | | | | | |
| Saskatchewan Health - General Revenue Fund | 1,852,425 | - | - | 1,852,425 | 1,594,860 |
| Other | 1,499,997 | 113,464 | 24,626 | 1,638,087 | 2,061,553 |
| Inventory | 1,491,732 | - | - | 1,491,732 | 1,579,793 |
| Prepaid expenses | 961,856 | - | - | 961,856 | 680,289 |
| | 13,187,756 | 1,781,281 | 2,005,461 | 16,974,498 | 19,297,673 |
| **Investments** (Schedule 2) | | | | | |
| Market ($2,986,497; 2002 - $4,345,790) | 1,710,884 | 786,311 | 391,550 | 2,888,745 | 4,033,431 |
| **Capital assets** (Note 3) | - | 48,983,924 | - | 48,983,924 | 51,063,400 |
| **TOTAL ASSETS** | $ 14,898,640 | $ 51,551,516 | $ 2,397,011 | $ 68,847,167 | $ 74,394,504 |
| **LIABILITIES AND FUND BALANCES** | | | | | |
| **Current liabilities** | | | | | |
| Accounts payable | $ 2,878,038 | $ 260,451 | $ - | $ 3,138,489 | $ 4,736,468 |
| Accrued salaries payable | 3,125,634 | - | - | 3,125,634 | 3,332,128 |
| Accrued vacation payable | 6,818,422 | - | - | 6,818,422 | 6,410,527 |
| Current portion of mortgages payable (Note 5) | - | 185,317 | - | 185,317 | 174,985 |
| Deferred revenue (Note 6) | 2,721,219 | - | - | 2,721,219 | 2,072,195 |
| | 15,543,313 | 445,768 | - | 15,989,081 | 16,726,303 |
| **Mortgages payable** (Note 5) | - | 6,327,642 | - | 6,327,642 | 6,516,757 |
| **TOTAL LIABILITIES** | 15,543,313 | 6,773,410 | - | 22,316,723 | 23,243,060 |
| **Fund balances:** | | | | | |
| Invested in capital assets | - | 42,470,965 | - | 42,470,965 | 44,371,658 |
| Externally restricted (Schedule 3) | - | - | 2,397,011 | 2,397,011 | 2,437,455 |
| Internally restricted (Schedule 4) | 65,200 | 2,307,141 | | 2,372,341 | 3,588,025 |
| Unrestricted | (709,873) | - | - | (709,873) | 754,306 |
| **TOTAL FUND BALANCES** | (644,673) | 44,778,106 | 2,397,011 | 46,530,444 | 51,151,444 |
| **TOTAL LIABILITIES AND FUND BALANCES** | $ 14,898,640 | $ 51,551,516 | $ 2,397,011 | $ 68,847,167 | $ 74,394,504 |

*See accompanying notes*

**APPROVED BY THE BOARD**

..... **Director**

..... **Director**

# Prairie North Regional Health Authority
## Statement of Operations and Changes in Fund Balances
For the year ended March 31, 2003

| | Operating Fund | | | Restricted Funds | |
|---|---|---|---|---|---|
| | Budget (Note 11) | **2003** | 2002 (Note 18) | **2003 (Schedule 5)** | 2002 (Note 18) |
| **REVENUES** | | | | | |
| Saskatchewan Health - General Revenue Fund | $ 90,311,322 | **$ 93,513,093** | $ 86,168,492 | **$ 442,154** | $ 472,796 |
| Alberta Health - General Revenue Fund | 11,395,400 | **11,480,117** | 10,845,114 | **-** | 307,564 |
| - Municipal Subsidy | 100,000 | **98,103** | 105,412 | **-** | - |
| Long-term resident fees and respite income | 7,473,415 | **7,494,317** | 7,304,138 | **-** | - |
| Home based services - client fees | 392,491 | **392,037** | 398,396 | **-** | - |
| Emergency response service fees | 871,500 | **817,181** | 679,726 | **-** | - |
| CMHC mortgage subsidies | 164,000 | **156,691** | 167,952 | **-** | - |
| Out-of-province charges & third party reimbursements | 1,687,793 | **1,704,657** | 1,430,833 | **-** | - |
| Donations | 109,402 | **105,850** | 304,428 | **1,198,570** | 613,584 |
| Investment Income | 389,565 | **333,911** | 530,009 | **150,486** | 223,749 |
| Ancillary operations - income | 697,242 | **481,998** | 561,572 | **-** | - |
| Other | 2,535,619 | **3,114,339** | 2,124,207 | **120,497** | 779,821 |
| **TOTAL REVENUES** | 116,127,749 | **119,692,294** | 110,620,279 | **1,911,707** | 2,397,514 |
| **EXPENSES** | | | | | |
| Acute services | 41,975,695 | **45,256,081** | 41,645,946 | **3,585,227** | 3,378,700 |
| Provincial Programs - Saskatchewan Hospital | 14,689,354 | **15,417,949** | 14,394,882 | **11,546** | 41,843 |
| Supportive care services | 33,413,490 | **33,627,423** | 32,670,695 | **1,189,010** | 1,277,805 |
| Grants to affiliates - supportive care services | 963,168 | **1,022,173** | 926,123 | **-** | - |
| Grants to Municipalities | - | **-** | - | **98,038** | 216,823 |
| Home based services | 5,294,282 | **5,384,968** | 5,225,638 | **53,549** | 52,904 |
| Health improvement initiatives | 729,754 | **792,008** | 656,636 | **-** | - |
| Health and Wellness Centres | 987,453 | **968,269** | 996,282 | **156,174** | 143,318 |
| Community Care initiatives | 171,423 | **167,025** | 163,140 | **1,684** | 1,543 |
| Emergency response services | 2,550,882 | **2,933,823** | 2,507,251 | **128,770** | 122,569 |
| Addiction services | 1,320,192 | **1,262,959** | 1,239,309 | **11,704** | 9,163 |
| Community Health services | 5,393,548 | **5,442,082** | 4,286,294 | **54,007** | 32,084 |
| Mental health services | 6,968,895 | **7,060,283** | 6,849,712 | **11,477** | 11,820 |
| Rehabilitation services | 1,608,650 | **1,573,770** | 1,493,594 | **8,352** | 7,875 |
| Ancillary operations - expenses | - | **-** | - | **6,650** | 6,093 |
| **TOTAL EXPENSES (Schedule 1)** | 116,066,786 | **120,908,813** | 113,055,502 | **5,316,188** | 5,302,540 |
| **EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES** | $ 60,963 | **(1,216,519)** | (2,435,223) | **(3,404,481)** | (2,905,026) |
| Fund balances, beginning of year | | **1,049,733** | 3,716,158 | **50,101,711** | 52,775,535 |
| Interfund transfers (Note 14) | | **(477,887)** | (231,202) | **477,887** | 231,202 |
| **FUND BALANCES, END OF YEAR** | | **$ (644,673)** | $ 1,049,733 | **$ 47,175,117** | $ 50,101,711 |

*See accompanying notes*

# Prairie North Regional Health Authority
## Statement of Cash Flows
For the year ended March 31, 2003

| | Operating Fund | | Restricted Funds | | | |
|---|---|---|---|---|---|---|
| | 2003 | 2002 (Note 18) | Capital Fund | Community Trust Fund | 2003 | 2002 (Note 18) |
| Cash (used in) provided by: | Operating Activities | | Financing and Investing Activities | | | |
| **Deficiency of revenues over expenses** | $ (1,216,519) | $ (2,435,223) | $ (3,389,884) | $ (14,597) | $ (3,404,481) | $ (2,905,026) |
| Amortization | - | - | 5,207,622 | - | 5,207,622 | 4,987,424 |
| Gain on sale of capital assets | - | - | 29,017 | - | 29,017 | (10,922) |
| Net change in non-cash working capital (Note 7) | (1,671,554) | 2,689,894 | 906,469 | (10,072) | 896,397 | 2,196,792 |
| | (2,888,073) | 254,671 | 2,753,224 | (24,669) | 2,728,555 | 4,268,268 |
| Replacement Reserve Transfer to Sask Housing Authority RHL 400 wing upgrade | - | - | - | - | - | (91,120) |
| Purchase of capital assets | - | - | (3,241,670) | - | (3,241,670) | (5,302,746) |
| Proceeds on sale of capital assets | - | - | 84,505 | - | 84,505 | 10,922 |
| | - | - | (3,157,165) | - | (3,157,165) | (5,382,944) |
| Repayment of mortgages | - | - | (178,783) | - | (178,783) | (165,146) |
| | - | - | (178,783) | - | (178,783) | (165,146) |
| Net (decrease) increase in cash and short-term investments during the year | (2,888,073) | 254,671 | (582,724) | (24,669) | (607,393) | (1,279,822) |
| Cash and short-term investments beginning of year | 12,458,590 | 12,435,121 | 2,670,656 | 2,285,363 | 4,956,019 | 6,004,639 |
| Interfund transfers (Note 14) | (477,887) | (231,202) | 366,196 | 111,691 | 477,887 | 231,202 |
| **CASH AND SHORT-TERM INVESTMENTS, END OF YEAR** (Schedule 2) | $ 9,092,630 | $ 12,458,590 | $ 2,454,128 | $ 2,372,385 | $ 4,826,513 | $ 4,956,019 |
| **Amounts in cash balances** | | | | | | |
| Cash and short-term investments | $ 7,381,746 | $ 9,038,343 | $ 1,667,817 | $ 1,980,835 | $ 3,648,652 | $ 4,342,835 |
| Investments | 1,710,884 | 3,420,247 | 786,311 | 391,550 | 1,177,861 | 613,184 |
| | $ 9,092,630 | $ 12,458,590 | $ 2,454,128 | $ 2,372,385 | $ 4,826,513 | $ 4,956,019 |
| **Supplementary Information:** | | | | | | |
| Cash interest paid | $ 396,850 | $ 501,416 | $ - | $ 14,282 | $ 14,282 | $ 20,770 |

*See accompanying notes*

# Prairie North Regional Health Authority
# Notes to the Financial Statements
year ended March 31, 2003

## 1. LEGISLATIVE AUTHORITY

On August 1, 2002, the Legislative Assembly passed The Regional Health Services Act (the Act). This Act created the Prairie North Regional Health Authority (the "Authority"). The Authority is responsible for the planning, organization, delivery and evaluation of health services within the geographical area known as the Prairie North Health Region.

On coming into force, the Act terminated the membership of the individual District Health Boards. All assets, liabilities, rights, and obligations of the District Health Boards continue as the assets, liabilities, rights, and obligations of the Regional Health Authority. All contracts with the District Health Boards remain in effect until repealed or replaced by the Regional Health Authorities.

## 2. SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

**Amalgamation for former District Health Boards**
The four former District Health Boards, Northwest District Health Board, Lloydminister District Health Board, Battlefords District Health Board and Twin Rivers District Health Board, have been amalgamated in these financial statements using the continuity-of-interests method. All assets, liabilities, revenues and expenses have been combined in both the 2002 and 2003 fiscal years.

**Affiliated Organizations**

i) The Authority has entered into an affiliation agreement with and provides funding to one healthcare organization to provide health services. This affiliated organization is Societe Joseph Breton Inc.

Pursuant to the affiliation agreement, the Authority maintains control over the affiliate's operations.

The financial statements do not include the financial activities of the affiliate. Alternatively, Note 13 a) describes the financial position and results of operations of the affiliate.

ii) The Lloydminister Region Health Care Foundation Inc., Battlefords Union Hospital Foundation and Twin Rivers Health Care Foundation Inc. are incorporated under The Non-Profit Corporations Act and are registered charities under The Income Tax Act.

Under the Foundation's Articles of Incorporation, all funds raised by the Foundation after payments of reasonable expenses must be paid to the Authority. Consequently, control of the Foundation's activities by virtue of economic interest exists.

These financial statements do not include the financial activities of the Foundations. Alternatively, Note 13 b) describes the financial position and results of operations of the Foundations.

**Fund Accounting**
The accounts of the Authority are maintained in accordance with the restricted fund method of accounting for contributions. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

i) Operating fund
The operating fund reflects the primary operations of the Authority including revenues received for provision of health services from Saskatchewan Health - General Revenue Fund, Alberta Health - General Revenue Fund and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries, and ancillary revenue. Expenses are for the delivery of health services.

# Prairie North Regional Health Authority
## Notes to the Financial Statements
year ended March 31, 2003

## 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

ii) Capital fund

The capital fund is a restricted fund that reflects the equity of the Authority in capital assets after taking into consideration any associated long-term debt. The capital fund includes revenues received from Saskatchewan Health - General Revenue Fund designated for the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by the contributor. Expenses consist primarily of amortization of capital assets.

iii) Community Trust fund

The community trust fund is a restricted fund that reflects community generated assets transferred to the Authority in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in the Authority from donations or municipal tax levies. These assets are accounted for separately and use of the assets is subject to restrictions set out in pre-amalgamation agreements between the Authority and the health corporations.

**Revenue**

Unrestricted contributions are recognized as revenue in the Operating Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted contributions related to general operations are recognized as revenue of the Operating Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund.

**Capital Assets**

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets, with a life exceeding one year, are amortized on a straight-line basis over their estimated useful lives as follows:

| | |
|---|---|
| Buildings | 2 ½% to 20% |
| Land improvements | 2 ½% to 20% |
| Leasehold improvements | 20% |
| Equipment | 5% to 100% |
| Vehicles | 20% of 75% |

Donated capital assets are recorded at their fair value at the date of contribution (if fair value can be reasonably determined).

**Inventory**

Inventory consists of general stores, pharmacy, laboratory, linen and other. All inventories are valued at cost as determined on the first in, first out basis.

**Investments**

Investments are valued at the lower of cost or net realizable value.

**Pension**

Employees of the Authority participate in several multi-employer defined benefit pension plans or a defined contribution plan. The Authority follows defined contribution plan accounting for its participation in the plans. Accordingly, the RHA expenses all contributions it is required to make in the year.

# Prairie North Regional Health Authority
## Notes to the Financial Statements
year ended March 31, 2003

**Measurement Uncertainty**
The financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. In the preparation of financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of commitments and contingencies. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The changes will be reported in the period in which they become known.

## 3. CAPITAL ASSETS

| | 2003 | | | 2002 |
|---|---|---|---|---|
| | Cost | Accumulated Amortization | Net Book Value | Net Book Value |
| Land | $ 1,558,746 | $ - | $ **1,558,746** | $ 1,578,746 |
| Land improvements | 1,630,092 | 1,342,365 | **287,727** | 318,052 |
| Leasehold improvements | 25,105 | 5,605 | **19,500** | 15,007 |
| Buildings | 75,499,004 | 35,504,100 | **39,994,904** | 42,471,725 |
| Equipment | 32,546,913 | 25,674,749 | **6,872,164** | 6,656,608 |
| Contruction in progress | 250,883 | - | **250,883** | 23,262 |
| | $ 111,510,743 | $ 62,526,819 | $ **48,983,924** | $ 51,063,400 |

## 4. COMMITMENTS

a) Capital Assets Acquisitions
The Authority is currently in the process of renovating a supportive care facility. Estimated cost of the project is $267,512. Funding is planned as follows:

| | |
|---|---|
| Saskatchewan Health - General Revenue Fund | $ 116,000 |
| Other - District & Trust Reserves | 151,512 |
| | $ 267,512 |

Expenditures to March 31, 2003 total $240,218 (2002 - $12,597).

b) Operating Leases
The Authority leases premises from Saskatchewan Property Management Corporation (SPMC) under an agreement that expires December 31, 2006. In keeping with the sublessor's policy of "cost recovery", the monthly rental is subject to an adjustment effective the first day of April during each year of the term. The current monthly charge is $12,444 plus GST.

The Authority's intention is to terminate the lease in the coming year. Although the obligation continues to December, 2006, the Authority and SPMC are making a collaborative effort to sub lease the premises. Land and building are to be purchased to replace the leased property. This will be financed through operating funds. At the report date, a deposit of $10,000 has been paid towards the purchase of the land and building but the terms have not been established or agreed upon. The acquisition is subject to Board and Minister approval.

Other minimum annual rental payments under operating leases on property and equipment over the next five years are as follows:

| | |
|---|---|
| 2004 | $ 33,384 |
| 2005 | 33,384 |
| 2006 | 33,384 |
| 2007 | 30,602 |
| 2008 | - |

# Prairie North Regional Health Authority
## Notes to the Financial Statements
year ended March 31, 2003

## 5. MORTGAGES PAYABLE

| Title of Issue | Interest Rate | Annual Repayment Terms | 2003 | 2002 |
|---|---|---|---|---|
| L. Gervais Memorial Health Centre CMHC Renewal date June 1, 2005 | 6.870% | $51,972 principle and interest, of which $22,273 is subsidized by CMHC | $ 544,837 | $ 558,603 |
| Northland Pioneers Lodge CMHC Renewal date January 1, 2017 | 5.375% | $8,521 principle and interest | 83,341 | 87,317 |
| Northland Pioneers Lodge CMHC Renewal date March 1, 2007 | 5.790% | $95,641 principle and interest, of which $36,116 is subsidized by CMHC | 1,106,135 | 1,137,125 |
| Lloydminister & District Senior Citizens Lodge CMHC Renewal date December 1, 2003 | 5.432% | $183,408 principle and interest, of which $64,080 is subsidized by CMHC | 2,095,259 | 2,164,073 |
| River Heights Lodge CMHC Renewal date January 1, 2017 | 5.380% | $12,468 principle and interest | 122,497 | 128,341 |
| River Heights Lodge CMHC Renewal date November 1, 2027 | 8.000% | $76,044 principle and interest | 832,156 | 842,755 |
| Cut Knife & District Special Care Home CMHC Renewal date March 1, 2007 | 5.050% | $103,648 principle and interest, of which $41,160 is subsidized by CMHC | 1,209,806 | 1,247,055 |
| Turtle River Nursing Home CMHC Renewal date December 1, 2026 | 8.000% | $15,732 principle and interest | 168,924 | 171,265 |
| St. Walburg (Lakeland Lodge) Renewal date March 1, 2026 | 8.000% | $32,964 principle and interest | 350,004 | 355,208 |
| | | | 6,512,959 | 6,691,742 |
| Less current portion | | | 185,317 | 174,985 |
| | | | $ 6,327,642 | $ 6,516,757 |

For each of the mortgages, the Authority has pledged the related buildings of the special care homes as security.

Principal repayments required in each of the next five years are estimated as follows:

| | |
|---|---|
| 2004 | $ 185,317 |
| 2005 | 196,605 |
| 2006 | 208,421 |
| 2007 | 220,950 |
| 2008 | 234,264 |
| 2009 and subsequent | 5,467,402 |

# Prairie North Regional Health Authority
## Notes to the Financial Statements
year ended March 31, 2003

## 6. DEFERRED REVENUE

| | Balance, beginning of year | Less amount recognized from Health | Add amount received from Health | Less amount recognized from other sources | Add amount recognized from other sources | Balance, end of year |
|---|---|---|---|---|---|---|
| Health improvement initiatives | $ 327,628 | $ 630,931 | $ 571,119 | $ - | $ - | $ 267,816 |
| Other | 1,744,567 | 1,991,323 | 2,523,940 | 362,853 | 539,072 | 2,453,403 |
| | $ 2,072,195 | $ 2,622,254 | $ 3,095,059 | $ 362,853 | $ 539,072 | $ 2,721,219 |

| | 2003 | 2002 |
|---|---|---|
| Saskatchewan Health - General Revenue Fund | | |
| Aboriginal Awareness Training | $ 40,500 | $ - |
| Behavioural Management | 174,380 | 135,516 |
| Clincial Education & Special Training | 94,650 | - |
| Coordination of Diabetes Services | 47,500 | - |
| Emergency Services Dispatch | 200,000 | - |
| Family Support & Rehabilitation | 52,000 | 52,000 |
| Funding for regional health authorities | - | 90,000 |
| Health improvement initiatives | 267,816 | 327,628 |
| Kids First Program | 280,903 | 357,833 |
| Long Term Care | 40,500 | - |
| Long Term Drinking Water Strategy | 38,000 | - |
| Primary Care funding | 124,972 | 18,549 |
| Renal Dialysis Satellite | 150,000 | - |
| SMPI Project | 165,196 | 193,996 |
| Successful Mothers Program | 74,774 | 70,957 |
| Surgical Waiting List Registry | 25,000 | - |
| Workplace Wellness initiatives | 354,021 | 375,323 |
| Other | 268,929 | 304,534 |
| | 2,399,141 | 1,926,336 |
| Kids First Program | 218,700 | - |
| Other | 103,378 | 145,859 |
| | $ 2,721,219 | $ 2,072,195 |

## 7. NET CHANGE IN NON-CASH WORKING CAPITAL

| | Operating Fund | | Restricted Funds | |
|---|---|---|---|---|
| | 2003 | 2002 | 2003 | 2002 |
| (Increase) decrease in accounts receivable | $ (608,300) | $ (15,659) | $ 774,203 | $ 2,465,000 |
| Decrease (increase) in inventory | 88,061 | (64,945) | - | - |
| (Increase) decrease in prepaids | (281,567) | 289,504 | - | - |
| Decrease in restricted net assets | - | - | - | 91,120 |
| (Decrease) increase in accounts payable | (1,720,173) | (42,109) | 122,194 | (359,328) |
| (Decrease) increase in accrued salaries payable | (206,494) | 1,678,121 | - | - |
| Increase in accrued vacation payable | 407,895 | 489,547 | - | - |
| Increase in deferred revenue | 649,024 | 355,435 | - | - |
| | $ (1,671,554) | $ 2,689,894 | $ 896,397 | $ 2,196,792 |

# Prairie North Regional Health Authority
## Notes to the Financial Statements
year ended March 31, 2003

## 8. PATIENT AND RESIDENT TRUST ACCOUNTS

The RHA administers funds held in trust for patients and residents using the Authority's facilities. The funds are held in separate accounts for the residents at each facility. The total cash held in trust as at March 31, 2003 was $551,782 (2002 - $498,590). These amounts are not reflected in the financial statements.

## 9. RELATED PARTY TRANSACTIONS

These financial statements include transactions with related parties. The Authority is related to all Saskatchewan Crown Agencies such as departments, corporations, boards and commissions under the common control of the Government of Saskatchewan. The Authority is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, the Authority is related to other non-Government organizations by virtue of its economic interest in these organizations.

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts resulting from these transactions are included in the financial statements and the table below. They are recorded at the standard rates charged by those organizations and are settled on normal trade terms.

| | 2003 | 2002 |
|---|---|---|
| **Related party expenses** | | |
| Public Employees Superannuation (Benefits) | $ 743,552 | $ 682,385 |
| Public Service Superannuation (Benefits) | 272,766 | 265,789 |
| Saskatchewan Workers' Compensation Board (Benefits) | 1,397,610 | 1,034,096 |
| North Sask. Laundry & Support Services Ltd. (Housekeeping & Laundry) | 1,458,014 | 1,443,317 |
| Saskatchewan Assciation of Health Organizations (Benefits & Other) | 7,877,568 | 7,062,921 |
| Saskatchewan Property Management Corporation (Rent & Other) | 813,842 | 737,778 |
| Saskatchewan Telecommunications (Telephone & Other) | 779,722 | 827,348 |
| Battleford Family Health Centre (Other) | 544,691 | 292,580 |
| Canadian Mental Health Association (Other) | 121,161 | 116,406 |
| Saskatchewan Energy (Utilities) | 575,696 | 557,344 |
| Saskatchewan Power Corporation (Utilities) | 1,206,202 | 1,122,454 |
| Department of Finance (Various) | 178,172 | 108,972 |
| | $ 15,968,996 | $ 14,251,390 |
| **Related party accounts payable** | | |
| Saskatchewan Association of Health Organizations | $ 558,036 | $ 463,767 |

In addition, the Authority pays Provincial Sales Tax to the Saskatchewan Department of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of these purchases.

# Prairie North Regional Health Authority
## Notes to the Financial Statements
year ended March 31, 2003

## 10. PENSION

Employees of the Authority participate in one of the following pension plans. Some employees participate in the Saskatchewan Healthcare Employee's Pension Plan (SHEPP), which is jointly governed by a board of eight trustees. Four of these trustees are appointed by the Saskatchewan Association of Health Organizations (SAHO) (a related party) and four of the trustees are appointed by Saskatchewan's health care unions (CUPE, SUN, SEIU, SGEU, RWDSU and HSAS). SHEPP is a multi-employer defined benefit plan which came into effect December 31, 2002. (Prior to December 31, 2002 this plan was formerly the SAHO Retirement Plan and governed by the SAHO Board of Directors).

Other employees participate in the Public Service Superannuation Plan (a related party) a defined benefit plan that is the responsibility of the Province of Saskatchewan, the Public Employees' Pension Plan (a related party) which is a defined contribution plan that is the responsibility of the Province of Saskatchewan, or the Alberta Local Authorities Pension Plan (LAPP), a defined benefit plan that is the responsibility of the Province of Alberta. The Authority's financial obligation to the plans is limited to making required payments to match amounts contributed by employees for current services.

Under the **Public Sector Pension Plans Act of Alberta**, passed in May 1993, the Alberta Government employers and employees accepted responsibility to pay the unfunded obligation. The total LAPP unfunded pension liability at December 31, 2002, which is the latest available financial information, is $444,980,000. The Region's share of the unfunded past service obligation is based on a percentage of pensionable payroll. The obligation will be partially reduced through increased contribution rates. If LAPP continues to experience low investment returns, a further rate adjustment will be necessary to increase the asset base.

Pension expense for the year amounted to $3,024,890 (2002 - $2,741,980) and is included in benefits.

## 11. BUDGET

The operating budget, which is included in the Authority's Health Plan, was approved by the Authority and submitted to the Minister of Health.

## 12. FINANCIAL INSTRUMENTS

**Significant Terms and Conditions**
There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these financial statements.

**Credit Risk**
The Authority is exposed to credit risk from the potential non-payment of accounts receivable. The majority of the Authority's receivables are from Saskatchewan Health - General Revenue Fund, Saskatchewan Workers' Compensation Board, health insurance companies or other Provinces. Therefore, the credit risk is minimal.

**Fair Values**
The following methods and assumptions were used to estimate the fair value of each class of financial instruments:

i) The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature:
   - cash and short-term investments
   - accounts receivable

# Prairie North Regional Health Authority
## Notes to the Financial Statements
year ended March 31, 2003

- accounts payable
- accrued salaries and vacation payable

ii) For investments, the fair value is considered to approximate quoted market values.

iii) The fair value of mortgages payable, before the repayment required within one year, is $5,880,166 (2002 - $6,199,158) and is determined using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements.

**Operating Lines of Credit**

The Authority has two lines of credit with an overall credit limit of $600,000 (2002 - $1,400,000) with interest charged at interest rates between prime less 0.5% and prime less 0.25% which is re-negotiated annually. The lines of credit are secured by General Security Agreements. Total interest paid on the lines of credit in the year was $3,497 (2002 - $3,152).

**Unrecognized Financial Instruments**

To meet the needs of the North Sask. Laundry & Support Services Ltd., the Board participates in an off balance sheet financial instrument which these financial statements do not fully reflect. The Board subjected this financial instrument to its normal credit standards, financial controls, and risk management and monitoring procedures.

The Board has guaranteed the debts of the North Sask. Laundry & Support Services Ltd. to a maximum amount of $67,275.

## 13. HEALTH CARE ORGANIZATIONS

a) Affiliates

The Authority controls Societe Joseph Breton Inc. by virtue of the Authority's affiliation agreements with the organization.

| | 2003 | 2002 |
|---|---|---|
| Balance Sheet | | |
| Total assets | $ 1,098,836 | $ 1,129,704 |
| Total liabilities | 553,012 | 585,143 |
| Total net assets | $ 545,824 | $ 544,561 |
| Results of Operations | | |
| Total revenue | $ 1,539,619 | $ 1,537,451 |
| Total expenses | 1,538,356 | 1,531,781 |
| Excess of revenues over expenses | $ 1,263 | $ 5,670 |
| Cash Flows | | |
| Cash from operating activities | $ 3,080 | $ 59,168 |
| Cash used in financing and investing activities | (36,034) | (49,461) |
| Increase in cash | $ (32,954) | $ 9,707 |

The Authority provided the following amounts to the private health corporation:

| | 2003 | 2002 |
|---|---|---|
| Annual funding | $ 963,168 | $ 846,312 |
| Increase to funding | 50,000 | 79,811 |
| Collective Agreement retros (CUPE & SUN) | 9,005 | - |
| | $ 1,022,173 | $ 926,123 |

# Prairie North Regional Health Authority
## Notes to the Financial Statements
year ended March 31, 2003

The Authority has also entered into conditional grant agreements with health care organizations to provide services.

These organizations receive operating funding from the Authority on a monthly basis in accordance with budget amounts approved annually. During the year, the Authority provided the following amounts to health care organizations.

| | 2003 | 2002 |
|---|---|---|
| Edwards Society Inc. | $ 277,783 | $ 273,206 |
| Libbie Young Centre Inc. | 275,953 | 261,894 |
| Walter A. "Slim" Thorpe Centre Inc. | 389,740 | 370,206 |
| | $ 943,476 | $ 905,306 |

b) Foundations

Fundraising efforts are undertaken through non-profit business corporations known as Lloydminister Region Health Foundation Inc., Battlefords Union Hospital Foundation, Meadow Lake Hospital Foundation, and Twin Rivers Health Care Foundation Inc.

**Lloydminister Region Health Foundation Inc.**

The Lloydminster Region Health Foundation Inc.'s (the "Foundation") mission is to enhance public healthcare in Lloydminster and the surrounding community.

For the year ending March 31, 2003, donations revenue for the Authority included donations from the Foundation of $267,393 (2002 - $355,364) of which $16,000 (2002 - $224,300) is payable at March 31, 2003. At March 31, 2003, the Foundation held funds of $90,000 (2002 - $120,500) which will flow to the Authority for capital and departmental purchases.

From time to time, the Foundation solicits funds which are used to purchase capital equipment for healthcare facilities within the Region.

The Authority provides office space and accommodations to the Foundation at no charge.

**Battlefords Union Hospital Foundation**

| | 2003 | 2002 |
|---|---|---|
| Balance Sheet | | |
| Total assets | $ 862,488 | $ 1,368,452 |
| Total liabilities | 113,051 | 90,564 |
| Total net assets | $ 749,437 | $ 1,277,888 |
| Results of Operations | | |
| Total revenue | $ 491,862 | $ 551,346 |
| Total expenses | 126,160 | 108,546 |
| Excess of revenues over expenses | $ 365,702 | $ 442,800 |
| Cash Flows | | |
| Cash from operating activities | $ 383,624 | $ 486,452 |
| Cash used in financing and investing activities | (889,039) | (155,038) |
| Increase in cash | $ (505,415) | $ 331,414 |

Contributions to the Authority during the year total $898,835 (2002 - $146,226) of which $4,683 (2002 - $nil) is payable at March 31, 2003.

# Prairie North Regional Health Authority
## Notes to the Financial Statements
year ended March 31, 2003

**Meadow Lake Hospital Foundation**
The Meadow Lake Hospital Foundation was created in July, 2002. To date, the Foundation has no significant assets or liabilities and has not made any contributions to the Authority as at March 31, 2003.

**Twin Rivers Health Care Foundation Inc.**
The Foundation has a year end of October 31 and the last available financial information is the audited year end information as outlined below.

| | October 2002 | October 2001 |
|---|---|---|
| Balance Sheet | | |
| Total assets | $ **414,688** | $ 401,560 |
| Total liabilities | **308,973** | 312,065 |
| Total net assets | $ **105,715** | $ 89,495 |
| Results of Operations | | |
| Total revenue | $ **248,973** | $ 291,517 |
| Total expenses | **232,753** | 285,414 |
| Excess of revenues over expenses | $ **16,220** | $ 6,103 |
| Cash Flows | | |
| Cash from (used in) operating activities | $ **7,416** | $ (28,332) |
| Cash used in financing and investing activities | **(20,121)** | 25,000 |
| Decrease in cash | $ **(12,705)** | $ (3,332) |

Total expenses include contributions of $112,581 (2002 - $192,493) to the Authority of which $nil (2002 - $nil) is payable at March 31, 2003.

# Prairie North Regional Health Authority
## Notes to the Financial Statements
year ended March 31, 2003

## 14. INTERFUND TRANSFERS

Each year the Authority transfers amounts between its funds for various purposes. These include funding capital asset purchases, and reassigning fund balances to support certain activities.

| | Operating | Capital | Community Trust | Total 2003 | Total 2002 |
|---|---|---|---|---|---|
| Capital asset purchses | $ (406,858) | $ 436,038 | $ (29,180) | $ - | $ - |
| Mortgage repayments | (44,794) | 44,794 | - | - | - |
| Transfer of former Lloydminster Health District CMHC Reserve to Capital Fund | (125,943) | 125,943 | - | - | - |
| Allocation to CMHC Reserve | (39,120) | 39,120 | - | - | - |
| Allocation to Ambulance Reserve | (24,720) | 24,720 | - | - | - |
| Transfer of former Twin Rivers Health District operating revenues / expenses to Operating Fund | 304,419 | (304,419) | - | - | - |
| Transfer of Saskatchewan Hospital trust fund to Community Trust Fund | (137,538) | - | 137,538 | - | - |
| Transfer of Saskatchewan Hospital donations to Community Trust Fund | (3,333) | - | 3,333 | - | - |
| | $ (477,887) | $ 366,196 | $ 111,691 | $ - | $ - |

## 15. HEALTH SERVICES PROVIDED TO ALBERTA RESIDENTS ON BEHALF OF EAST CENTRAL HEALTH

a) General

The Authority is responsible for providing health services to Saskatchewan residents. East Central Health (ECH), formerly East Central Regional Health Authority 7, was created by Alberta Health in 1995. The Authority provides health services to Alberta residents under the Bi-Provincial Lloydminister Health Services Agreement with ECH. This agreement sets out the general principles and processes with respect to:

i) the health services to be provided and the service areas and/or populations to be served by the Authority on behalf of ECH;

ii) the operating, equipment and capital funding and any other related payments to be provided by ECH to the Authority;

iii) the management and operation of the Dr. Cooke Extended Care Centre by the Authority;

iv)the management and direction of Dr. Cooke Extended Care Centre employees by the Authority; and

v) the reporting and accountability requirements in respect of the services provided by the Authority on behalf of the ECH.

# Prairie North Regional Health Authority
## Notes to the Financial Statements
year ended March 31, 2003

## 15. HEALTH SERVICES PROVIDED TO ALBERTA RESIDENTS ON BEHALF OF EAST CENTRAL HEALTH (continued)

Specific details on some of these matters have to be concluded as addenda to this agreement.

b) Dr. Cooke Extended Care Centre

The assets of the legal entity known as Dr. Cooke Extended Care Centre were transferred to ECH under the authority of Order In Council #106/95 dated March 31, 1995.

The Authority manages and operates this facility on behalf of the ECH.

i) Operations

The revenues and expenses relating to Dr. Cooke Extended Care Centre included in these financial statements are as follows:

| | 2003 | 2002 |
|---|---|---|
| Revenues | $ 5,707,823 | $ 5,310,178 |
| Expenses | 6,372,663 | 6,024,379 |
| Deficiency of revenues over expenses | $ (664,840) | $ (714,201) |

Expenses include Authority allocated costs of $728,770 (2002 - $942,282).

ii) Assets, Liabilities and Net Assets

These financial statements include operating assets and liabilities of the Dr. Cooke facility as follows:

| | 2003 | 2002 |
|---|---|---|
| Cash and short term investments | $ 350 | $ 350 |
| Accounts receivable | 15,782 | 22,019 |
| Inventory | 21,969 | 20,764 |
| Prepaid expenses | 1,299 | 732 |
| Total assets | $ 39,400 | $ 43,865 |
| Accounts payable | $ 108,271 | $ 199,997 |
| Accrued salaries | 141,189 | 7,729 |
| Accrued vacation pay | 327,740 | 308,372 |
| Net assets (deficiency) | (537,800) | (472,233) |
| Total liabilities and net assets | $ 39,400 | $ 43,865 |

The Authority has the use of the capital assets of the Dr. Cooke facility for no charge. Neither the capital assets nor the related amortization expense are reflected in these financial statements because the assets continue to be the property of ECH.

# Prairie North Regional Health Authority
## Notes to the Financial Statements
year ended March 31, 2003

## 16. CONTINGENCIES

**Lawsuits**
The Authority is currently involved as defendants in three legal claims. The Authority's insurance coverage would be adequate to cover the claims with the exception of one claim for aggravated and punitive or exemplary damages in the amount of $7,400,000. The Authority does not consider that they, or their servants or agents acting on their behalf, were negligent in the care and treatment of the patients. The outcome of these legal claims cannot be determined at this time and accordingly, no liability has been recorded in these financial statements.

## 17. VOLUNTEER SERVICES

The operations of the Authority utilize services of many volunteers. Because of the difficulty in determining the fair market value of these donated services, the value of these donated services is not recognized in the financial statements.

## 18. COMPARATIVE INFORMATION

Certain of the 2002 comparative figures have been audited by another public accounting firm. Certain of the 2002 comparative figures have also been reclassified to conform to the current year's presentation.

Funds held in trust by the former Battlefords Health District for patients and residents using the District's facilities were formerly included in cash and accounts payable on the financial statements. As the Sask. Health Reporting Guide specifies that resident trust funds should not be recorded in the financial statements, the former Battlefords Health District resident trust amounts have been removed from cash and accounts payable. The total removed from cash and accounts payable in the year was $425,082 (2002 - $384,404). There is no effect on the results of operations or ending equity as a result of these adjustments.

# Prairie North Regional Health Authority
## Schedule of Expenses
for the year ended March 31, 2003

Schedule 1

| | 2003 | 2002 (Note 18) |
|---|---|---|
| Operating | | |
| Ambulance Services Grants | $ 1,312,105 | $ 1,037,207 |
| Benefits | 12,144,680 | 11,204,213 |
| Diagnostic Imaging Supplies | 236,789 | 277,094 |
| Drugs | 2,017,251 | 1,938,204 |
| Food | 2,843,795 | 2,570,275 |
| Grants to Third Parties | 2,761,896 | 2,601,995 |
| Housekeeping and Laundry Supplies | 759,616 | 752,395 |
| Insurance | 255,136 | 218,905 |
| Interest Expense | 401,425 | 420,613 |
| Laboratory Supplies | 1,015,843 | 855,833 |
| Medical and Surgical Supplies | 2,574,716 | 2,565,144 |
| Medical Remuneration and Benefits | 4,106,003 | 3,594,858 |
| Office Supplies and Other Office Costs | 678,789 | 623,322 |
| Other | 6,154,327 | 5,251,026 |
| Professional Fees | 470,208 | 378,590 |
| Purchased Services | 629,255 | 508,698 |
| Rent/Lease | 602,963 | 519,385 |
| Repairs and Maintenance | 1,412,948 | 1,669,974 |
| Salaries | 75,767,860 | 71,729,080 |
| Telephone | 681,410 | 714,244 |
| Travel Expense | 1,244,524 | 1,059,229 |
| Utilities | 2,837,274 | 2,565,218 |
| | $ 120,908,813 | $ 113,055,502 |
| Restricted | | |
| Amortization | $ 5,207,622 | $ 4,987,424 |
| Other | 108,566 | 315,116 |
| | 5,316,188 | 5,302,540 |
| | $ 126,225,001 | $ 118,358,042 |

# Prairie North Regional Health Authority
## Schedule of Cash and Investments
for the year ended March 31, 2003

Schedule 2

| | | Amount | Maturity | Effective rate |
|---|---|---|---|---|
| **Unrestricted investments** | | | | |
| Cash and Short Term | | | | |
| Chequing and Savings | | | | |
| Lloydminster Royal Bank | $ | 3,266,497 | ongoing | variable |
| North Battleford Royal Bank | | 1,461,748 | ongoing | variable |
| Lloydminster CIBC | | 27,605 | ongoing | variable |
| Maidstone CIBC | | 306,648 | ongoing | variable |
| Meadow Lake CIBC | | 2,195,070 | ongoing | variable |
| Border Credit Union | | 94,803 | ongoing | variable |
| Edam Credit Union | | 2,000 | ongoing | variable |
| Wood Gundy Cash | | 17,655 | ongoing | nil |
| Care Group Foundation | | 6,000 | ongoing | nil |
| Petty Cash | | 3,200 | ongoing | nil |
| Credit Union Shares | | | | |
| Edam Credit Union | | 10 | ongoing | n/a |
| Coop Share Equity | | 510 | ongoing | n/a |
| Total cash and short term investments | | 7,381,746 | | |
| | | | | |
| Long Term | | | | |
| Other | | | | |
| Province of Saskatchewan - Series IX | | 57,000 | 15-Jul-03 | 5.74% |
| Province of Alberta | | 95,948 | 1-Jun-04 | 4.62% |
| Saskatchewan Savings Bonds - Series VIII | | 100,000 | 15-Jul-04 | 5.00% |
| Bell Canada | | 46,820 | 9-May-05 | 4.42% |
| Saskatchewan Savings Bonds - Series IX | | 72,040 | 15-Jul-05 | 5.75% |
| Canada Mortgage & Housing | | 166,335 | 1-Dec-05 | 4.13% |
| Province of Alberta | | 23,687 | 1-Dec-05 | 4.38% |
| Province of Manitoba | | 34,039 | 5-Jun-06 | 4.38% |
| Canada Housing Trust | | 48,327 | 15-Jun-06 | 4.55% |
| Province of BC | | 97,077 | 1-Dec-06 | 4.74% |
| Province of Ontario | | 195,607 | 12-Sep-07 | 4.93% |
| Province of Saskatchewan | | 145,885 | 2-Jun-08 | 5.20% |
| Bell Canada | | 122,792 | 15-Jun-09 | 5.69% |
| Hydro Quebec Global | | 123,891 | 15-Jul-09 | 5.37% |
| Province of BC | | 122,704 | 1-Dec-09 | 5.35% |
| Government of Canada | | 148,088 | 1-Jun-10 | 5.13% |
| Border Credit Union Equity | | 84,814 | n/a | n/a |
| Member Equity accounts | | 25,828 | n/a | n/a |
| Coop Equity | | 1 | n/a | n/a |
| North Sask. Laundry & Support Services Ltd. Class A Common Shares | | 1 | n/a | n/a |
| Total long term investments | | 1,710,884 | | |
| Total Unrestricted Investments | $ | 9,092,630 | | |

# Prairie North Regional Health Authority
## Schedule of Cash and Investments (continued)
for the year ended March 31, 2003

Schedule 2

| | Amount | Maturity | Effective rate |
|---|---|---|---|
| **Restricted investments** | | | |
| **Capital Fund** | | | |
| Cash and Short-term | | | |
| Chequing and Savings | | | |
| Lloydminster Royal Bank | $ 142,343 | ongoing | variable |
| North Battleford Royal Bank | 108,060 | ongoing | variable |
| CIBC Wood Gundy | 42,144 | ongoing | variable |
| Meadow Lake CIBC | 1,237,734 | ongoing | variable |
| Lloydminster Credit Union | 137,536 | ongoing | variable |
| Total cash and short-term investments | 1,667,817 | | |
| Long Term | | | |
| Other | | | |
| Province of BC | 91,114 | 21-Jun-04 | 4.78% |
| Province of BC | 29,225 | 21-Jun-04 | 4.78% |
| Bell Canada | 46,820 | 9-May-05 | 4.42% |
| Province of Saskatchewan | 43,000 | 15-Jul-05 | 5.74% |
| Saskatchewan Savings Bond Series IX | 27,960 | 15-Jul-05 | 5.75% |
| Business Development Bank of Canada | 12,000 | 15-Aug-05 | variable |
| Province of BC | 78,519 | 23-Aug-05 | 5.43% |
| Province of BC | 71,157 | 23-Aug-05 | 5.43% |
| Province of BC | 97,078 | 1-Dec-06 | 4.74% |
| Province of Manitoba | 143,276 | 16-May-07 | 4.92% |
| Province of Ontario | 146,162 | 1-Dec-08 | 5.23% |
| Total long term investments | 786,311 | | |
| Total Capital Fund Investments | $ 2,454,128 | | |

# Prairie North Regional Health Authority
## Schedule of Cash and Investments (continued)
for the year ended March 31, 2003

Schedule 2

| | | | |
|---|---|---|---|
| **Restricted investments** | | | |
| **Community Trust Fund** | | | |
| Cash and Short-term | | | |
| Chequing and Savings | | | |
| North Battleford Royal Bank | $ 138,409 | ongoing | variable |
| Maidstone CIBC | 13,067 | ongoing | variable |
| Meadow Lake CIBC | 339,731 | ongoing | variable |
| Cut Knife Credit Union | (7,998) | ongoing | variable |
| Edam Credit Union | 35,688 | ongoing | variable |
| Goodsoil Credit Union | 2,986 | ongoing | variable |
| Lloydminster Credit Union | 133,529 | ongoing | variable |
| Turtleford Credit Union | 37 | ongoing | variable |
| Term Deposits | | | |
| Goodsoil Credit Union | 15,169 | 13-Apr-03 | 1.00% |
| Cut Knife Credit Union | 132,000 | 27-Apr-03 | 1.35% |
| Lloydminster Credit Union | 40,304 | 27-Apr-03 | 1.10% |
| Goodsoil Credit Union | 55,722 | 30-Apr-03 | 1.00% |
| Lloydminster Credit Union | 9,404 | 30-Apr-03 | 1.10% |
| Lloydminster Credit Union | 2,155 | 30-Apr-03 | 2.06% |
| Lloydminster Credit Union | 9,320 | 16-May-03 | 1.45% |
| Lloydminster Credit Union | 27,654 | 24-May-03 | 2.06% |
| Lloydminster Credit Union | 15,539 | 27-May-03 | 1.95% |
| Lloydminster Credit Union | 11,900 | 4-Jun-03 | 1.75% |
| Lloydminster Credit Union | 38,000 | 31-Dec-03 | 3.00% |
| Edam Credit Union | 50,000 | 22-Jan-08 | 4.25% |
| Guaranteed Investment Certificates | | | |
| Cut Knife Royal Bank | 55,540 | 25-Oct-03 | 2.50% |
| Maidstone CIBC | 11,341 | 7-Apr-03 | 4.50% |
| Maidstone CIBC | 344,717 | 6-Nov-03 | 3.00% |
| Maidstone CIBC | 11,396 | 7-Nov-03 | 1.00% |
| Other | | | |
| CIBC Premium Canadian T-Bill Fund | 386,619 | ongoing | variable |
| CIBC Savings Mutual Fund | 103,106 | ongoing | variable |
| Canada Savings Bond | 5,500 | within 1 year | 6.75% |
| Total cash and short-term investments | $ 1,980,835 | | |

| | Amount | Maturity | Effective rate |
|---|---|---|---|
| **Restricted investments** | | | |
| **Community Trust Fund** | | | |
| Long Term | | | |
| Term Deposits | | | |
| Waseca Credit Union | $ 65,000 | 4-May-04 | 4.05% |
| Lloydminster Credit Union | 286,550 | 27-Aug-04 | 5.00% |
| Other | | | |
| Saskatchewan Savings Bond Series IX | 40,000 | 15-Jul-05 | 5.75% |
| Total long term investments | 391,550 | | |
| Total Community Trust Fund Investments | $ 2,372,385 | | |

Restricted investments consist of community generated funds transferred to the Board and held in the Community Trust Fund (Schedule 3), and Replacement Reserves maintained under mortgage agreements with Canada Mortgage and Housing Corporation (CMHC) are held in the Capital Fund (Schedule 4).

# Prairie North Regional Health Authority
## Schedule of Externally Restricted Fund Balances
for the year ended March 31, 2003

Schedule 3

| | Balance, beginning of year | Investment and Other Revenue | Donations | Expenses | Transfers/ Withdrawals | Balance, end of year |
|---|---|---|---|---|---|---|
| Pine Island Lodge Ltd. | $ 686,584 | $ 32,605 | $ - | $ (47,621) | $ - | $ 671,568 |
| L. Gervais Memorial Health Centre | 112,520 | 2,996 | - | - | - | 115,516 |
| Northland Pioneers Lodge | 331,057 | 8,676 | - | - | - | 339,733 |
| Lady Minto Health Centre | 76,223 | 2,739 | 13,944 | - | (9,680) | 83,226 |
| Saskatchewan Hospital | 137,538 | - | - | - | 3,333 | 140,871 |
| R.M. of Cut Knife | 149,308 | 1,944 | - | (17,291) | - | 133,961 |
| R.M. of Eldon | 388,982 | 7,388 | - | - | (9,750) | 386,620 |
| R.M. of Frenchman Butte | 31,379 | 649 | - | (2,220) | - | 29,808 |
| R.M. of Hillsdale | 90,923 | 2,097 | - | - | - | 93,020 |
| R.M. of Mervin | 36 | - | - | - | - | 36 |
| R.M. of Paynton | 91,439 | 3,474 | - | (1,505) | - | 93,408 |
| R.M. of Wilton | 42,729 | 1,076 | - | (1,955) | - | 41,850 |
| Town of Cut Knife | 63,307 | 1,048 | - | (18,775) | - | 45,580 |
| Town of Lashburn | 44,578 | 625 | - | (3,990) | - | 41,213 |
| Town of Maidstone | 110,817 | 2,038 | - | - | (9,750) | 103,105 |
| Town of St. Walburg | 22,965 | 9 | - | (16) | - | 22,958 |
| Village of Marshall | 5,423 | 17 | - | - | - | 5,440 |
| Village of Paradise Hill | 11,729 | 170 | - | (2,330) | - | 9,569 |
| Village of Paynton | 15,753 | 591 | - | (805) | - | 15,539 |
| Village of Rockhaven | 12,380 | 269 | - | - | - | 12,649 |
| Village of Waseca | 11,785 | 1,086 | - | (1,530) | - | 11,341 |
| | $ 2,437,455 | $ 69,497 | $ 13,944 | $ (98,038) | $ (25,847) | $ 2,397,011 |

Schedule 4

# Prairie North Regional Health Authority
## Schedule of Internally Restricted Fund Balances
for the year ended March 31, 2003

| | Balance, beginning of year | Transfer from unrestricted fund balance: Income allocated | Transfer from unrestricted fund balance: Annual Allocation | Transfer to investment in capital asset fund balance | Balance, end of year |
|---|---|---|---|---|---|
| **CMHC replacement reserves** | | | | | |
| Northland Pioneers Lodge | $ 206,715 | $ 5,417 | $ - | $ - | $ **212,132** |
| River Heights Lodge | 108,060 | - | - | - | **108,060** |
| Cut Knife & District Special Care Home Inc. | 113,355 | 3,400 | 9,340 | (12,390) | **113,705** |
| Turtle River Nursing Home | 67,525 | 2,025 | - | - | **69,550** |
| Lloydminster and District Senior Citizens Lodge | 125,943 | 3,400 | 13,000 | - | **142,343** |
| Lakeland Lodge Inc. | 48,540 | 1,455 | 6,500 | - | **56,495** |
| | 670,138 | 15,697 | 28,840 | (12,390) | **702,285** |
| **Other internally restricted - Capital Fund** | | | | | |
| Capital Fund - RHA Restricted | 2,419,902 | 186,905 | - | (1,439,316) | **1,167,491** |
| ER Renovation Reserve | 309,000 | - | - | - | **309,000** |
| Reserve for Ambulance | 157,039 | 4,700 | 20,020 | (53,394) | **128,365** |
| | $ 3,556,079 | $ 207,302 | $ 48,860 | $ (1,505,100) | $ **2,307,141** |
| **Other internally restricted - Operating Fund** | | | | | |
| Emergency Response | $ 31,946 | $ - | $ 33,254 | $ - | $ **65,200** |
| | 31,946 | - | 33,254 | - | **65,200** |
| | $ 3,588,025 | 207,302 | $ 82,114 | $ (1,505,100) | $ **2,372,341** |

The Authority is required to maintain certain replacement reserves as a condition of receiving a subsidized mortgage or a mortgage interest subsidy from the Canadian Mortgage and Housing Corporation (CMHC).

The other internally restricted capital fund balance represents cash available to the Authority and restricted by the Authority which has been earned within that fund or transferred to the fund from the Operating Fund or the Community Trust Fund.

The Authority established an internally restricted reserve for Emergency Response Services enhancements. This reserve can be used for either operating or capital expenditures and is at the discretion of the Authority.

In 2002, the Authority authorized the use of the replacement reserve to accommodate renovations required for the 400 wing of River Heights Lodge for the Adult Health Centre use. The transfer was included in Capital Donations and applied to actual expenditures for the renovations.

The above schedule shows the changes in these reserve balances during the year.

# Prairie North Regional Health Authority
## Schedule of Restricted Fund Balances
for the year ended March 31, 2003

Schedule 5

| | Capital Fund 2003 | Community Trust Fund 2003 | **Total 2003** | Total 2002 |
|---|---|---|---|---|
| **REVENUES** | | | | |
| Saskatchewan Health - General Revenue Fund | $ 442,154 | $ - | **$ 442,154** | $ 472,796 |
| Alberta Health - General Revenue Fund | - | - | **-** | 307,564 |
| - Municipal Subsidy | - | - | **-** | - |
| Long-term resident fees and respite income | - | - | **-** | - |
| Home Based Services - client fees | - | - | **-** | - |
| Emergency response service fees | - | - | **-** | - |
| CMHC mortgage subsidies | - | - | **-** | - |
| Out-of-province charges & third party reimbursements | - | - | **-** | - |
| Donations | 1,184,626 | 13,944 | **1,198,570** | 613,584 |
| Investment Income | 80,989 | 69,497 | **150,486** | 223,749 |
| Ancillary operations - income | - | - | **-** | - |
| Other | 120,497 | - | **120,497** | 779,821 |
| | 1,828,266 | 83,441 | **1,911,707** | 2,397,514 |
| **EXPENSES** | | | | |
| Acute services | 3,585,227 | - | **3,585,227** | 3,378,700 |
| Provincial Programs - Saskatchewan Hospital | 11,546 | - | **11,546** | 41,843 |
| Supportive care services | 1,189,010 | - | **1,189,010** | 1,277,805 |
| Grants to affiliates - supportive care services | - | - | **-** | - |
| Grants to Municipalities | - | 98,038 | **98,038** | 216,823 |
| Home based services | 53,549 | - | **53,549** | 52,904 |
| Health improvement initiatives | - | - | **-** | - |
| Health and Wellness Centres | 156,174 | - | **156,174** | 143,318 |
| Community Care Initiatives | 1,684 | - | **1,684** | 1,543 |
| Emergency response services | 128,770 | - | **128,770** | 122,569 |
| Addiction services | 11,704 | - | **11,704** | 9,163 |
| Community Health Services | 54,007 | - | **54,007** | 32,084 |
| Mental health services | 11,477 | - | **11,477** | 11,820 |
| Rehabilitation services | 8,352 | - | **8,352** | 7,875 |
| Ancillary operations - expenses | 6,650 | - | **6,650** | 6,093 |
| Total expenses (Schedule 1) | 5,218,150 | 98,038 | **5,316,188** | 5,302,540 |
| **DEFICIENCY OF REVENUES OVER EXPENSES** | (3,389,884) | (14,597) | **(3,404,481)** | (2,905,026) |
| Fund balances, beginning of year | 47,801,794 | 2,299,917 | **50,101,711** | 52,775,535 |
| Interfund transfers (Note 14) | 366,196 | 111,691 | **477,887** | 231,202 |
| **FUND BALANCES, END OF YEAR** | $ 44,778,106 | $ 2,397,011 | **$ 47,175,117** | $ 50,101,711 |

*See accompanying notes*

# NOTES

## HOW TO REACH US

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